

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



Cabinet

Agenda

Tuesday, 24th September, 2019
at 3.30 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

CABINET AGENDA

DATE: CABINET - TUESDAY, 24TH SEPTEMBER, 2019

VENUE: COUNCIL CHAMBER - TOWN HALL, SATURDAY
MARKET PLACE, KING'S LYNN PE30 5DQ

TIME: 3.30 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - Items (14 to 17) below will be considered in private.

Should you wish to make any representations in relation to the meeting being held in private for the consideration of the above item, you should contact Democratic Services

1. MINUTES

To approve the Minutes of the Meeting held on 4 July 2019 (previously circulated).

2. APOLOGIES

To receive apologies for absence.

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST

Please indicate if there are any interests which should be declared. A declaration of an 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.

These 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. **CHAIR'S CORRESPONDENCE**

To receive any Chair's correspondence.

6. **MEMBERS PRESENT UNDER STANDING ORDER 34**

To note the names of any Councillors who wish to address the meeting under Standing Order 34.

7. **CALLED IN MATTERS**

To report on any Cabinet Decisions called in.

8. **FORWARD DECISIONS** (Pages 6 - 10)

A copy of the Forward Decisions List is attached

9. **MATTERS REFERRED TO CABINET FROM OTHER BODIES**

To receive any comments and recommendations from other Council bodies which meet after the dispatch of this agenda.

10. **HOUSING DELIVERY TEST - ACTION PLAN** (Pages 11 - 17)

11. **NORFOLK STRATEGIC PLANNING FRAMEWORK** (Pages 18 - 28)

12. **ENDORSEMENT OF NEW ANGLIA LEP LOCAL INDUSTRIAL STRATEGY FOR NORFOLK & SUFFOLK** (Pages 29 - 76)

13. **EXCLUSION OF THE PRESS AND PUBLIC**

The Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PRIVATE ITEM

Details of any representations received about why the following reports should be considered in public will be reported at the meeting.

14. **CORN EXCHANGE - TENDERS** (Pages 77 - 78)

15. **BOAL QUAY - GALLERY PROPOSAL** (Pages 79 - 111)
16. **NAR OUSE ENTERPRISE ZONE IMPLEMENTATION AND DELIVERY**
(Pages 112 - 119)
17. **HERITAGE ACTION ZONE - CHAPEL STREET** (Pages 120 - 131)

To: Members of the Cabinet

Councillors R Blunt, I Devereux, P Gidney, P Kunes, A Lawrence, B Long
(Chair), G Middleton and E Nockolds

For Further information, please contact:

Sam Winter, Democratic Services Manager 01553 616327
Borough Council of King's Lynn & West Norfolk
King's Court, Chapel Street
King's Lynn PE30 1EX

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
24 September 2019						
	Cinema Development Tender Results	Key	Cabinet	Culture, Heritage & Health Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
9	Nelson Quay King’s Lynn - Planning and Delivery	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Nar Ouse Enterprise Zone Implementation & Delivery	Key	Council	Projects Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Heritage Action Zone – Unlocking Brown Field Sites and Chapel Street - HAZ contract award for Chapel Street architect	Key	Cabinet	Project Delivery Exec Dir- C Bamfield		Private - Contains exempt Information under para 3 – information

						relating to the business affairs of any person (including the authority)
	Endorsement of New Anglia LEP – Local Industrial Strategy for Norfolk and Suffolk	No	Cabinet	Business Development Dep C Ex - L Gore		Public
	Housing Delivery Test – Action Plan	Key	Cabinet	Development Exec Dir – G Hall		Public
	Norfolk Strategic Planning Framework	Key	Cabinet	Development Exec Dir – G Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
12 November 2019						
	King's Lynn Area Transport Study	Non	Cabinet	Development Exec Dir – G Hall		Public
	Major Housing Project 2	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Waste Contract Procurement	Key	Cabinet	Environment C Bamfield – Exec Dir		Public
∞	Parkway – Accelerated Construction Scheme	Key	Council	Project Delivery Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Strategic Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

	Development Options - Hunstanton	Key	Council	Project Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Major Housing Phase 3 – Enabling Work for Lynnsport 1	Key	Council	Project Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
6	National Planning Policy Framework – Vacant Building Credit	Non	Cabinet	Development Exec Dir G Hall		Open
	Capital Strategy	Key	Council	Leader Deputy Chief Executive		Public
	CIL Governance	Key	Council	Development Exec Dir – G Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
7 January 2020						
	Future High Streets – Stage 2 bid for funding	Key	Cabinet	Business Development Exec Dir – C Bamfield		Public
	Hunstanton Coastal Management Plan	Key	Cabinet	Environment Exec Dir – G Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
17 March 2020						

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Discretionary	Be entirely within Cabinet's powers to decide YES		
		Need to be recommendations to Council NO		
		Is it a Key Decision YES		
Lead Member: Cllr Richard Blunt E-mail: richard.blunt@west-norfolk.gov.uk		Other Cabinet Members consulted: Richard Blunt		
		Other Members consulted: Local Plan Task Group		
Lead Officer: Alan Gomm E-mail: alan.gomm@west-norfolk.gov.uk Direct Dial: 01553 616237		Other Officers consulted: Management Team		
Financial Implications Yes	Policy/Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment YES If YES: Pre-screening/	Risk Management Implications Yes

Date of meeting: 24 September 2019

HOUSING DELIVERY TEST ACTION PLAN

Summary

Government changes to the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG) have introduced the Housing Delivery Test (HDT). This is a new test for Local Planning Authorities (LPA) to navigate. The test measures the number of homes actually delivered against how many homes should have been delivered over the past three year period. Results are expressed as a percentage and this dictates the measures required for the LPA to take or the penalties it faces. The Borough Council's result for 2018 is 91%. This means that a HDT Action Plan needs to be prepared. The Action Plan explores housing supply and delivery in some detail and then provides a series of Actions for the Borough Council to consider going forward in an attempt to increase housing supply and delivery.

Recommendation

Cabinet is recommended to endorse the Housing Delivery Test Action Plan

Reason for Decision

To ensure that the Borough Council complies with its duties as set out within

the NPPF and PPG. The Housing Delivery Test Action Plan sets out a series of appropriate actions for the Borough Council to consider and explore in the short, medium and long term in an attempt to increase housing supply and delivery.

Background

1. Introduction

- 1.1 Government, through changes to the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG), have introduced a new test for Local Planning Authorities (LPA's). This is a part of a range of measures the Government has introduced to enable them to attempt to achieve their ambition for 300,000 new homes to be built every year in England by the mid 2020's. This new test is called the Housing Delivery Test (HDT).
- 1.2 The HDT does exactly what the title infers; it is a measure of how many new homes have been delivered within the LPA's area over the past three years against how many new homes should have been delivered. The results of the HDT are anticipated to be published in November each year by Government (although it should be noted the 2018 results were actually published in February 2019). The result is expressed as a percentage.
- 1.3 The result dictates the actions or measures the LPA is either required to undertake or the penalties it faces, for 2018 this is as follows:
 - 95% = A pass
 - Below 95% = An Action Plan needs to be prepared
 - Below 85% = The above and a 20% land buffer in the LPA's five year housing land supply calculation
 - Below 25% = The above and the presumption in favour of sustainable development is engaged
- 1.4 The results are fixed until the subsequent years' results are published. Moving forward the 'presumption' % rises to 45% for 2019 and 75% for 2020 onwards.
- 1.5 The Borough Council's HDT result for 2018 is 91%. So there is a requirement for the borough council to prepare a Housing Delivery Test Action Plan. An Action Plan needs to be prepared within 6 months of the publication of the results.

2. Borough Council Housing Delivery Test Action Plan

2.1 In line with the requirements an Action Plan has been developed. This explores the following (summarised):

- National and local contexts
- Current five year housing land supply position
- Past housing delivery and the borough council's HDT result
- The many proactive measure the borough council is taking to ensure new homes are delivered
- Detailed analysis of the latest housing trajectory schedule and other data sources to identify housing supply/delivery strengths and weaknesses

2.2 Based upon the above the Action Plan sets out a series of appropriate actions for the borough council to consider in an attempt to increase both the supply and delivery of new homes.

2.3 The HDT Action Plan and supporting evidence documents can be viewed in full via the web-link below:

https://www.west-norfolk.gov.uk/info/20079/planning_policy_and_local_plan/753/housing_delivery_test_hdt_action_plan

2.4 For convenience the Actions are replicated below:

Ongoing:

- Build out of Borough Council sites which are allocated, have planning permission or funding
- Continue to proactively work towards bringing forward the West Winch Growth Area
- Implement the Actions set out in the Borough Council Custom and Self-Build Action Plan, including providing opportunities for and raising awareness of this method of delivery
- Consider reducing the time given to planning permissions in light of the Housing Delivery Test result and future five year housing land supply positions
- Take decisions according to Local Plan and NPPF to provide clarity, certainty and consistency
- Continue to provide support for those communities wishing to prepare a Neighbourhood Plan for their area and if appropriate support neighbourhood plan allocations
- Member Training
- Proactively monitor permissions and completions

Short term (1-2 Years):

- Local Plan review. Prepare this in a timely fashion and provide the opportunity for a balanced portfolio of sites in terms of size, location and Greenfield / brownfield.
- Produce a new Strategic Housing Marketing Assessment (SHMA)
- Produce a new whole Local Plan viability study
- Norfolk Strategic Planning Framework - continue to support this and the strategic housing delivery study
- Local Plan Task Group to consider sites which appear to have stalled (rated red)
- Borough Council to consider another phase of Rural Exception Sites (affordable housing)
- Borough Council to carry out its functions with regard to its established housing company and seek to provide further housing within the Borough
- Borough Council to carry out its functions as a Registered Provider and consider directly provide affordable housing
- Review the Housing Delivery Test Action Plan

Medium term (2-5 years):

- Borough Council to consider delivering more homes – both on own land and consider other options
- Work across the County with other authorities, as part of the Norfolk Strategic Planning Framework and through any follow up work that arises from the NSPF Housing Delivery Study

Long term (5 years +):

- Once the Local Plan review has been adopted commence work on a new Local Plan

3. Options Considered

- 3.1 The Council could decide not to comply with the NPPF and PPG. However, this would make examination of the Local Plan, any challenges to housing delivery, and any challenges to the five year housing land supply position very difficult. Therefore it isn't really an option not to prepare one. The test is new; the thresholds are high and the penalties (higher land supply target & the possibility of the Local Plan policies relating to housing supply carrying less/limited weight in the decision making process as the 'presumption in favour of sustainable development' is engaged.) severe.

4. Policy Implications

- 4.1 As stated above there is a requirement to comply with the test and requirements based upon the results of the test. The HDT Action Plan is not a policy document; as such it does not contain planning policies however, it does contain a series of appropriate actions for the borough council to consider and explore going forward in an attempt to increase housing supply and delivery.

5. Financial Implications

- 5.1 The overall aim of the HDT Action Plan is to put actions in place in an attempt to increase the levels of housing completions within the Borough in a sustainable manner. Housing completion levels in recent times have been below those required. Should under-delivery continue there is the potential for less Council Tax, Community Infrastructure Levy and New Homes Bonus funding to be collected than there potentially could be.

6. Personnel Implications

- 6.1 None.

7. Statutory Considerations

- 7.1 The Housing Delivery Test has been introduced by Government through updated versions of the National Planning Policy Framework (NPPF) and associated Planning Practice Guidance (PPG). All Local Planning Authorities are subject to this new annual test and the requirements/penalties then placed upon each authority as dictated by the result.

8. Equality Impact Assessment (EIA)

- 8.1 Pre-screening report attached.

9. Risk Management Implications

- 9.1 The Action Plan is designed to mitigate the risk against being in a position where the 'presumption in favour of sustainable development' is engaged and therefore the housing supply policies in the local plan carry less/limited weight, so that development could take place in less desirable locations. It needs to be recognised that Plan and its Actions whilst they will mitigate the risk, they will not eliminate the risk as many of the factors involved are outside the control of the Borough Council. This ranges from a site owner's desire/priorities in building out, how much a land owner is financially asking for their site, right through to the wider political and financial climates of which the housing development industry operates.

10. Declarations of Interest / Dispensations Granted

10.1 None

11. Background Papers

11.1 The Housing Delivery Test measurement rule book:
<https://www.gov.uk/government/publications/housing-delivery-test-measurement-rule-book>

11.2 The Housing Delivery Test: 2018 measurement:
<https://www.gov.uk/government/publications/housing-delivery-test-2018-measurement>

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Housing Delivery Test Action Plan				
Is this a new or existing policy/ service/function?	Existing				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service rigidly constrained by statutory obligations	New test implemented by Government as part of the new NPPG & PPG for Local Planning Authorities. Results of the test dictates the actions required to be taken and sanctions installed upon the authority.				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			✓	
	Disability			✓	
	Gender			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Other (eg low income)			✓	
Question	Answer	Comments			
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No				
3. Could this policy/service be perceived as impacting on communities differently?	No				
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No				
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No	Actions:			
		Actions agreed by EWG member: Claire Dorgan			
Assessment completed by: Name Alex Fradley					
Job title Principal Planner (Policy)	Date 13/08/2019				

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :		
Any especially affected Wards	Discretionary /	Be entirely within Cabinet's powers to decide	YES/NO	
	Operational	Need to be recommendations to Council	YES/NO	
All		Is it a Key Decision	YES/NO	
Lead Member: Cllr R Blunt E-mail: cllr.richard.blunt@west-norfolk.gov.uk		Other Cabinet Members consulted: All		
		Other Members consulted:		
Lead Officer: Alan Gomm E-mail: alan.gomm@west-norfolk.gov.uk Direct Dial:01553616237		Other Officers consulted: Management Team		
Financial Implications YES/NO	Policy/Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO

Date of meeting: 24 September 2019

Norfolk Strategic Planning Framework (NSPF)

Summary

This report provides an update on the progress of the Norfolk Strategic Planning Framework following a recent review and recommends that the Borough Council endorses the revised document.

Recommendation

1. That the *Norfolk Strategic Planning Framework and Statement of Common Ground 2019* and the agreements contained therein are endorsed by the Borough Council.
2. That the Borough Council supports the commitment to continued co-operative working and periodic review of the framework and in particular would support further collective work in relation to climate change.

Reason for Decision

In order to fulfil the Borough Council's duty to co-operate with neighbouring authorities in undertaking its planning policy work.

1. Background

1.1 When preparing Local Plans, the Authority is subject to a number of legal and regulatory requirements. Amongst these the Borough Council must discharge a legal 'duty to co-operate' with neighbouring authorities in relation to strategically important land use issues which cross administrative boundaries. The result of such co-operation is expected to be better planning outcomes. Compliance with this requirement is one of the legal tests which the Inspector will apply at Local Plan examination.

1.2 The Norfolk Authorities have a strong track record of working together with the most formal example being the preparation of a single Local Plan to cover Norwich, Broadland and South Norfolk planning authority areas. There are many other cross boundary working arrangements such as the AONB Partnership, Biodiversity Partnership, Coastal Partnership East and a wide range of forums on which the Borough Council is represented at either Officer or Member level. In 2015 a new county wide Strategic Planning Member Forum was established with terms of reference to ensure that the duty to co-operate was effectively discharged.

1.3 All authorities in Norfolk including the County Council participate in the Member Forum which is supported via an officer team drawn from the Councils. The Forum sought and gained agreement from each of the partner authorities to prepare a strategic planning framework document. Cabinet subsequently resolved to agree to co-operate on strategic planning matters through the preparation of a shared non-statutory strategic planning framework, now known as the Norfolk Strategic Planning Framework and Statement of Common Ground (NSPF).

2. The process of preparation of the Framework

2.1 Following the agreement to prepare a shared Framework the authorities agreed to the appointment of project management resource to co-ordinate joint planning activity. This resource, which is hosted at Norwich City Council, commenced work in late 2015 and throughout 2016 coordinated the work of four separate task groups which drew together evidence relating to the local economy, housing, infrastructure, and environment and delivery matters on which the framework was to be based.

2.2 This process led to the joint Member Forum considering first drafts of a vision and objectives in October 2016 to guide the document content and it was subsequently endorsed by the Borough Council and all other partners in 2017.

2.4 The duty to co-operate is an on-going and continuous process and there is a need to ensure that the Framework remains up to date. A comprehensive review of the Framework is on-going and should be completed by the middle of next year. In the interim a revised NSPF was considered at the January 2019 Member Forum. At that meeting it was agreed that the NSPF would be reviewed in light of the governments then proposed changes to the National Planning Policy Framework and the standard methodology for calculating local housing need. The government

published these changes in February and March and the NSPF has now been updated to reflect these. It has also been kept up to date with any other updates and changes that have happened since endorsement of the first version.

2.5 The **key changes** include:

- Highlighting that the document becomes the ‘Statement of Common Ground’ for Norfolk Planning Authorities – the preparation of formal Statements of Common Ground, which document how the authorities have worked together when preparing Local Plans, was introduced as a new requirement in the 2018 NPPF. The NSPF largely fulfilled this requirement so other than re-branding no significant changes were required.
- Changes to the formal Agreements contained in the Framework to include a new minerals and waste related Agreement and a new Agreement to formally commit to updating the document every two years. Neither of these matters had been previously addressed in sufficient detail in the original Framework.
- New information has been added on joint working including joint working beyond the county boundaries as the Duty to Co-operate extends beyond Norfolk.
- Changes to highlight the conclusions of the government technical consultation on the standard methodology for calculating local housing need and the most up to date figures for local housing need for each district.
- Updating the telecoms section of the Framework to represent the latest position regarding 5G and broadband provision.

2.6 As these changes are largely factual and do not alter the thrust of the Framework the Forum resolved that pending the more comprehensive review there was no need to publish the revised Framework for further public consultation. The Forum is therefore asking each member authority to endorse the revised Framework as an interim position following the completion of the wider ongoing review. In undertaking this wider review there is an acknowledgement that the next version will require a sharper focus on climate change issues reflecting the recent declarations by a number of Councils.

3. **The Norfolk Strategic Planning Framework – ‘Agreements’**

3.1 The Framework sets out a number of agreements between the signatories. These are intended to ensure that the planning authorities continue to work closely together where it is desirable to do so but not to be so prescriptive that they would limit the local production of development plan documents. The Agreements are summarised in Appendix 1.

4. Conclusion

4.1 Whilst in a number of sections the Framework may not be fully developed, and in places the Framework itself points to the desirability of further work, it nevertheless provides a sound basis for the on-going preparation of Local Plans and clearly demonstrates an on-going and effective commitment to joint working.

4.2 A full copy of the currently approved Framework is available here: <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/norfolk-strategic-planning-member-forum>

5. Options considered

5.1 At the time the Forum was set up different forms of co-operation were considered, ranging from joint plans to much looser arrangements. The current document reflects the original arrangement. A 'no Framework' situation would entail significant extra work between authorities, and extra cost to cover required work streams.

6. Policy implications

6.1 The main elements of the Framework are termed as 'Agreements'. Where these need to be translated into specific local policies this would be done in our own local plans. Whilst specific subjects are covered they are done so at a strategic level. Policy approaches are done in co-operation via the Forum and the Members representing the local authorities on it, and indicate directions of travel.

7. Financial implications

7.1 The Borough Council currently makes an annual contribution of £10,000 towards the work of the Forum to fund project management and the procurement of jointly prepared evidence. Joint commissioning of evidence produces substantial savings for individual authorities.

8. Personnel implications

8.1 None.

9. Statutory considerations

9.1 It is a legal requirement to co-operate with neighbouring authorities in relation to strategically important cross boundary land use issues when preparing a Local Plan. Failure to meet this requirement could render a Local Plan unsound and result in failure at the independent examination.

10. Equality Impact Assessment (EIA)

10.1 Pre-screening report is attached.

11. Risk Management Implications

11.1 None.

12. Declarations of Interest / Dispensations Granted

None

13. Background papers

- Currently approved Framework is available here:
<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/norfolk-strategic-planning-member-forum>

APPENDIX 1

Agreement 1 - That when preparing new Local Plans which seek to identify levels of Objectively Assessed Need for housing the Norfolk Planning Authorities will produce documents which provide for the development needs of their areas until at least 2036.

Agreement 2 - In preparing their Local Plans the Norfolk Planning Authorities will seek to positively contribute towards the delivery of the following vision for Norfolk as a whole.

“By the middle of the 21st century Norfolk will be increasingly recognised nationally for having a strong and vibrant economy providing high quality economic opportunities for residents in urban and rural areas. Its settlements and key infrastructure will be physically resilient to the impacts of climate change. The natural, built and historic environments will be enhanced through the regeneration of settlements, safeguarding and enhancement of current assets and networks, improving both biodiversity and the quality of life for residents. Housing needs will be met in full in socially inclusive communities. The County will be better connected by having good transport links to major cities in the UK and Europe and excellent digital connectivity. A good relationship between homes and jobs will minimise the need to travel and residents will have choice about how they meet their demand for local travel.”

Agreement 3 - By 2036, through co-operation between Local Authorities and preparation of Development Plans, Norfolk will seek to maximise the delivery of the following objectives (in no particular order):

- To realise the economic potential of Norfolk and its people.
- To reduce Norfolk’s greenhouse gas emissions as well as the impact from, exposure to, and effects of climate change.
- To address housing needs in Norfolk.
- To improve the quality of life for all the population of Norfolk.
- To improve and conserve Norfolk’s rich and biodiverse environment.

Agreement 4 –To produce and maintain an assessment of housing needs covering the three contiguous and non-overlapping broad market areas of Great Yarmouth, Central Norfolk, and West Norfolk. (otherwise referred to as Housing Market Areas, or HMAs)

Agreement 5 - That Great Yarmouth and King’s Lynn and West Norfolk will each continue to prepare separate Local Plans for their areas.

Agreement 6 - That Breckland and North Norfolk will continue to prepare separate Local Plans for their areas whilst Broadland District Council, Norwich City Council and South Norfolk Council will co-operate on a new Greater Norwich Local Plan that will replace the current Joint Core Strategy and various other existing Local Plan documents in this area.

Agreement 7 - That, in view of the very distinct issues facing the Broads Authority Area, spatial planning matters will continue to be best addressed by way of a standalone Broads Local Plan.

Agreement 8 - The above list of locations are the Tier One Employment sites and should be the focus of investment to drive increasing economic development in key sectors, and protected from loss to other uses.

Agreement 9 - The emerging Local Plans for the area will include appropriate policies and proposals which recognise the importance of the above cross boundary issues and interventions.

Agreement 10 - When determining their respective Local Plan housing targets each authority, working together where desirable, will aim to deliver at least the local housing need as identified in the most up to date evidence (Table 9). Where this would result in unsustainable development, agreement will be sought with other authorities, initially within the same Housing Market Area, to ensure sufficient homes are provided to meet identified needs and demands in the area until at least 2036.

Agreement 11 – The Broads Authority will meet its calculated portion of the wider housing requirement as far as is compatible with the protection of the Broads landscape and special qualities.

Agreement 12 – South Norfolk, Norwich City, Broadland, North Norfolk, and Great Yarmouth Councils will seek to include appropriate provision within their Local Plans to address the housing needs arising from the parts of the Broads Authority area overlapping their administrative boundaries if these cannot be met within the Broads Local Plan.

Agreement 13 – In addition to their OAN, Broadland, Norwich City, and South Norfolk Councils will seek to deliver an additional supply of homes within the Greater Norwich Local Plan to ensure the housing needs arising from the City Deal are met in full.

Agreement 14 - The Norfolk Planning Authorities will quantify the need for, and plan to provide for, the specialist accommodation needs of the elderly, students, gypsy and travelling show people, and those residing in other specialist types of accommodation and working together will ensure that the distribution of provision responds to locally identified needs.

Agreement 15 – All Local Planning authorities will produce their Housing and Economic Land Availability Assessments to the standard Norfolk methodology.

Agreement 16 - To minimise the risk of slow delivery over the next plan period, where it is sustainable to do so, the following will be done:

- Housing strategies will seek to allocate a range of different sizes of sites, where such sites are available and would result sustainable development.
- Clear evidence and demonstration of ability to deliver development will be required prior to the allocation of larger sites for development.

Agreement 17 – Norfolk is identified as an area of serious water stress, the Norfolk Authorities have agreed that when preparing Local Plans they will seek to include the optional higher water efficiency standard (110 litres/per person/per day) for residential development.

Agreement 18 – The Norfolk Authorities, Anglian Water and Essex and Suffolk Water have agreed to provide regular and timely updates to each other on the delivery of development sites and proposed utility projects to ensure that development is aligned with water and wastewater infrastructure.

Agreement 19 - To maximise the speed of rollout of 5G telecommunications to Norfolk, the Local Planning Authorities are engaging with the telecommunications industry including Mobile UK to produce shared objectives for extending 4G coverage and the rollout of 5G infrastructure in Norfolk guidance on the location of base and

booster stations for the 5G network, taking into account material planning considerations. The objectives will be agreed in the Summer of 2019.

Agreement 20: The authorities agree to endorse the updated Planning in Health: An Engagement Protocol between Local Planning Authorities and Public Health and Health Sector Organisations in Norfolk and undertake its commitments.

Agreement 21: The Local Planning authorities will continue to work closely with the County Council and school providers to ensure a sufficient supply of school places and land for school expansion or new schools, and use S106 and / or Community Infrastructure Levy funds to deliver additional school places where appropriate. The authorities agree to continue supporting the implementation of the County Council's Planning Obligations Standards as a means of justifying any S106 payments or bid for CIL funds needed to mitigate the impact of housing growth on County Council infrastructure.

Agreement 22: In recognition of:

- a) the importance the Brecks, the Broads and the Area of Outstanding National Beauty, together with environmental assets which lie outside of these areas, bring to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity;

b) the pressure that development in Norfolk could place on these assets; and

c) the importance of ecological connections between habitats

the Local Planning Authorities will work together to produce a GI Strategy for Norfolk which will aid Local Plans in protecting and where appropriate enhancing the relevant assets.

Agreement 23: It is agreed that:

a) It is essential that there is a sufficient supply of minerals to provide the infrastructure, buildings, energy and goods that the country needs. The Norfolk Minerals and Waste Local Plan will therefore enable Norfolk to continue to be self-sufficient in the production of sand & gravel, whilst making an important contribution to the national production of silica sand.

b) A steady and adequate supply of minerals to support sustainable economic growth will be planned for through allocating sufficient sites and/or areas in the Norfolk Minerals and Waste Local Plan to meet the forecast need for sand and gravel, carstone, and silica sand.

c) Since minerals are a finite natural resource, and can only be worked where they are found, best use needs to be made of them to secure their long-term conservation. Resources of sand and gravel, carstone and silica sand within defined Mineral Safeguarding Areas will be safeguarded from needless sterilisation by non-mineral development. Infrastructure for the handling, processing and transportation of minerals will also be safeguarded from incompatible development. Defined waste management facilities and water recycling centres will be safeguarded from incompatible development.

d) The Norfolk Minerals and Waste Local Plan policies will enable the re-use, recycling and recovery of waste in Norfolk to increase, thereby reducing the quantity and proportion of waste arising in Norfolk that requires disposal, in accordance with the Waste Hierarchy.

e) The Norfolk Minerals and Waste Local Plan will enable Norfolk to be net self-sufficient in waste management, where practicable and to enable sufficient waste management infrastructure to be provided, for Norfolk, to meet the existing and forecast amount of waste expected to arise over the Plan period.

f) The Norfolk Minerals and Waste Local Plan will direct new waste management facilities to be located in proximity to Norfolk's urban areas and main towns. Priority for the location of new waste management facilities will be given to the re-use of previously-developed land, sites identified for employment uses, and redundant agricultural and forestry buildings and their curtilages.

g) The Norfolk Minerals and Waste Local Plan will contain policies to ensure that minerals development and waste management facilities will be located, designed and operated without unacceptable adverse impacts on the amenity of local communities, the natural, built and historic environment, the landscape and townscape of Norfolk.

Agreement 24: In recognition of the benefits gained by co-ordinating and co-operating on strategic planning activities the signatories to this document agree to support the activities of the Norfolk Strategic Planning Member Forum and to continue to appropriately resource joint planning activity.

Agreement 25: Norfolk Planning Authorities agree to maintain this Statement of Common Ground on a regular basis, reviewing it at least every two years to support the maintenance of up to date Local Plans across the county and ensure that the NSPF remains the most appropriate vehicle to address strategic planning matters for the county. Norfolk Planning Authorities agree to maintain the statements of common ground on a regular basis with publication dates to be linked to Local Plan publications of the various authorities involved. Reviews will ensure that each authority is able to meet its local housing needs and agreements are in place where this is not appropriate or achievable.

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Norfolk Strategic Planning Framework				
Is this a new or existing policy/service/function?	New / Existing (delete as appropriate)				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	<p>A revised version has been prepared by the Norfolk authorities.</p> <p>There is a statutory requirement to prepare a statement of common ground.</p>				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			x	
	Disability			x	
	Gender			x	
	Gender Re-assignment			x	
	Marriage/civil partnership			x	
	Pregnancy & maternity			x	
	Race			x	
	Religion or belief			x	
	Sexual orientation			x	
	Other (eg low income)			x	

Question	Answer	Comments
<p>2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p>	Yes/ No	
<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	Yes/ No	
<p>4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	Yes/ No	
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</p> <p>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	Yes / No	<p>Actions: N/A</p>
		<p>Actions agreed by EWG member: N/A</p>
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member:</p>		
<p>Assessment completed by:</p> <p>Name</p>		<p>Alan Gomm</p>
<p>Job title</p>		<p>Planning Policy Manager</p>
<p>Date</p>		<p>28 August 2019</p>

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Discretionary	Be entirely within Cabinet's powers to decide	YES	
		Need to be recommendations to Council	NO	
		Is it a Key Decision	NO	
Lead Member: Cllr Graham Middleton E-mail: cllr.graham.middleton@west-norfolk.gov.uk		Other Cabinet Members consulted: Cllr Brian Long		
Lead Officer Lorraine Gore Direct Dial: 616432		Other Members consulted:		
Lead Officer Lorraine Gore Direct Dial: 616432		Other Officers consulted: Paul Harrison		
Financial Implications	Policy/Personnel Implications	Statutory Implications	Equal Impact Assessment	Risk Management Implications
NO	YES	NO	NO	NO

Date of meeting: 24 September 2019

ENDORSEMENT OF NEW ANGLIA LEP – LOCAL INDUSTRIAL STRATEGY FOR NORFOLK AND SUFFOLK

Summary

This report seeks support from the Borough Council for the draft Norfolk and Suffolk Local Industrial Strategy (LIS). The strategy has been drawn together by the New Anglia Local Enterprise Partnership (NALEP) in consultation with local stakeholders from the public and private sectors including this Council. The LIS is being co-developed with government and requires their sign off. Whilst the version of the LIS which is attached at Appendix 1 remains a consultation draft and hence is subject to change, any such changes, at this stage in the process are unlikely to alter the main thrust of the strategy. An update version of the report will be made available to Cabinet as soon as it is issued by the NALEP

Recommendation

Cabinet is recommended to support and endorse the draft Norfolk and Suffolk Local Industrial Strategy.

Reason for Decision

To demonstrate support for this key strategy for the New Anglia LEP area

1 Background

1.1 In November 2017, the Government published a national industrial strategy and has now asked all parts of England to develop local industrial strategies.

1.2 The strategies are led by LEPs and where they exist, mayoral combined authorities, and are being developed with and signed off by Government. So far local industrial strategies have been agreed for Greater Manchester, the West Midlands, the West of England, and the four LEPs along the Oxford to Cambridge Arc. The Norfolk and Suffolk Local Industrial Strategy is in the second wave of strategies and is expected to be signed off by Government and published in October.

1.3 In order to show the collective commitment and buy in of the local industrial strategy, all local authorities and partners such as business groups and colleges and universities are being invited to endorse the local industrial strategy.

2 Development of the strategy

2.1 The Norfolk and Suffolk Local Industrial Strategy has been developed in partnership with local authorities and leaders from business and education. The process began in March with a session involving leaders from local authorities, business and education where the overall approach and aims for the strategy were agreed.

2.2 These were:

- a) The Industrial Strategy is an opportunity to drive implementation what has already been agreed in terms of goals and priorities agreed in 2017 - not start again - we don't need "another strategy."
- b) We should focus on the global and national trends that will shape the future of our businesses and communities and focus on the actions we need to take to continue to support businesses to take the opportunities ahead as the post-Brexit economy evolves.
- c) The Local Industrial Strategy will set out the case for continued investment in the Norfolk and Suffolk economy and go into more detail about how we are going to deliver the biggest opportunities for growth and productivity that we identified in our strategy.
- d) The Industrial Strategy should be built around the three large scale economic opportunities that are identified in the Economic Strategy as being where we have strongest competitive advantage. These are:
 - Agri-food / Agri-tech
 - Clean energy
 - ICT and Digital
- e) Each strategic opportunity provides significant scope for high skilled jobs, supply chain firms and improving in-work progression and skills for our communities. We are also proposing to reinforce the actions set out in the Economic Strategy to drive overall business growth and productivity.

2.3 Following the leaders session in March more than 20 consultation events were held with stakeholders involving around 400 individuals, examining the economic evidence, developing ideas and testing proposed interventions.

2.4 A second leaders event took place in June where emerging ideas and interventions from the business engagement events were tested and the golden thread of Clean Growth agreed.

2.5 In addition, an Independent Economic Expert Panel was established to act as a critical friend, offering independent expert advice. This panel reviewed the evidence and proposed interventions and made a number of recommendations.

2.6 Members of this panel were Professor Tim Besley from the LSE, Rebecca Riley from University of Birmingham, Alex Plant from Anglian Water and David Campbell from the Department of Business, Energy and Industrial Strategy.

2.7 An initial draft of the strategy has now been produced taking on board the recommendations from the leaders group, the consultation events, the independent expert panel and input from central government.

3 Structure of the strategy

3.1 The document has been developed to align with the Government's framework for Local Industrial Strategies and link with the national industrial strategy.

3.2 It also builds on the Economic Strategy for Norfolk and Suffolk which was endorsed by all local authorities in autumn 2017 and focuses on productivity and inclusive growth.

3.3 The Economic Strategy for Norfolk and Suffolk remains the blueprint for growth to 2036 and the local industrial strategy forms part of the delivery mechanism for this strategy.

3.4 As agreed with leaders in March the local industrial strategy focuses on three opportunity areas - clean energy, agri-food and ICT/digital creative.

3.5 The strategy does also recognise a number of underpinning sectors such as ports and logistics and culture and the visitor economy which underpin the economy.

3.6 The golden thread which runs through the local industrial strategy is clean growth – with Norfolk and Suffolk positioned as the UK's clean growth region.

3.7 Each of the three opportunity areas has a number of proposed interventions aimed at capitalising on these opportunities.

3.8 The strategy is then structured around the five foundations of growth identified in the national industrial strategy and our response to these foundations.

3.9 The foundations are: Ideas, people, infrastructure, business environment and places.

3.10 The strategy outlines our assets in these areas and proposed interventions to boost productivity, support inclusive growth and capitalise on our three opportunity areas.

4 Purpose of the strategy

4.1 The development of the strategy has helped focus attention on the key building blocks of our economy, understand the areas with greatest potential and identify interventions to unlock this potential.

4.2 Whilst there is no funding specifically set aside by Government for the implementation of local industrial strategies, by signing up to the document Government is endorsing its aims and ambitions. It means that existing Government policy and future plans will need to take into account the local industrial strategy.

4.3 Plans are in place in a number of areas with a number of Government departments to see how key elements of the strategy can be taken forward. The process has also significantly raised the profile of our economy and its key components within Whitehall.

4.4 The strategy also provides an agreed plan for local partners to utilise, in tandem with the Economic Strategy.

5 Next steps

5.1 Feedback on this draft of the strategy is being sought until August 27th. The third of the Leaders' Sessions will take place on 18th September. A draft of the strategy is due to be considered by the LEP board at its meeting on 25th September.

5.2 The strategy will then enter the sign off process with Government, with a view to publication during October. The draft attached is therefore a working draft which is subject to amendment before publication by Government.

6 Benefits for West Norfolk

6.1 Of the three large scale economic opportunities identified in the LIS West Norfolk is clearly strongest in the Agri food/Agri tech sectors. In addition there are many areas of work and development set out in the LIC that will be of significant benefit to people and businesses in the Borough as they are brought forward for investment and support, these include:

- Investing in Innovation
 - Connecting up innovation centres to encourage cross sectoral collaboration
 - Innovation ambassadors linking entrepreneurs and innovators with businesses seeking to collaborate on projects
 - Innovation Research and Development Fund
- People
 - Eastern Institute of Technology to address skill shortages in energy, construction, ICT and digital, advanced manufacturing agri tech and engineering
 - New Anglia Enterprise Network and Careers Hub
- Infrastructure
 - Integrated approach to infrastructure and inter regional connectivity including improvements to the rail system at Ely
 - Enhancing digital infrastructure
 - Explore and implement innovative approaches to building homes
- Business Environment
 - Investing in the Local Growth Fund and growing business fund
 - Developing new support mechanism for business to make the transition to clean growth and greater resource effectively.
- Places
 - Accelerate investment into the Enterprise Zones to help drive economic growth

7 Options Considered

7.1 There are only two options, to endorse it or not, it is recommended to endorse it.

8 Policy Implications

8.1 Whilst this will be the first LIS for Norfolk and Suffolk in policy terms it very much aligns with and builds upon the current Economic Strategy for Norfolk and Suffolk

9 Financial Implications

9.1 There are no financial implications to the Borough Council arising from this report

10 Personnel Implications

10.1 There are no personnel implications arising from this report

11 Statutory Considerations

11.1 There are no statutory consideration arising from this report

12 Equality Impact Assessment (EIA)

12.1 There are no equalities implications arising from this report

13 Risk Management Implications

13.1 There are no risk management implications arising from this report

14 Declarations of Interest / Dispensations Granted

14.1 None.

15 Background Papers

15.1 LIS Strategy

Norfolk and Suffolk Local Industrial Strategy

This version of the Norfolk and Suffolk Local Industrial Strategy is a local draft and has not been agreed with government, we are working with them to develop a final agreed version.

Foreword

Building on centuries at the forefront of agricultural progress, Norfolk and Suffolk is pioneering the technologies and science needed to feed the world and power a growing national and global population in a more sustainable, clean, way.

From the development of the Coke of Norfolk six course crop rotation in the early 18th century, the area is still pushing the boundaries of food science with world-leading agri-food and health research. It is also the epicentre of the world's largest market for offshore wind energy and a globally-competitive communications technology and digital creative sector.

As global, national and local economies adapt to climate change and the transition to a zero-carbon economy, Norfolk and Suffolk is taking action to bring together expertise and emerging technologies across different disciplines and sector boundaries to provide new solutions and clean growth opportunities.

With an economy worth £36bn, Norfolk and Suffolk makes a significant contribution to UK plc and investment here delivers growth. The area strives to be the place where high-growth businesses aspire to be, with a productive and highly-skilled workforce.

This Local Industrial Strategy is based on strong evidence and sets out the actions local partners are taking and how they are working with Government to continue to make this one of the best places in the world to live work, learn and succeed in business.

Norfolk and Suffolk has expertise in all forms of energy generation and planned investment will make it the leading supplier of renewable energy to the UK, providing power for 58per cent of UK homes.

The area is home to the largest agri-food sector in the UK and globally-recognised research into plant and soil technology and agricultural systems. With specialisms in user experience design, artificial intelligence, marine and microbiome research, the area has some of the highest concentrations of knowledge-intensive jobs in the UK.

Record numbers of people are engaged in the economy, with 81per cent of the working age population in Norfolk and Suffolk active, and employment levels exceed the national average. Skills levels and wages, however, are lower but that gap is closing. Initiatives across Norfolk and Suffolk are improving opportunities for those furthest from the labour market.

Norfolk and Suffolk is strongly connected with the rest of the world. Felixstowe is the UK's largest container port and handles about 42per cent of its container trade. Norwich airport, via Schipol, connects people to over 400 global destinations while other airports like London Stansted are within close reach. The area benefits from important links to London and Cambridge, boasting the UK's most modern fleet of rolling stock.

This Local Industrial Strategy reflects the opportunities and needs of Norfolk and Suffolk's growing economy and how it will respond in a fast-changing world. Local partners have put in place a strong partnership that has a track record of delivery. This Local Industrial Strategy shows how Norfolk and Suffolk is going to continue to collaborate across disciplines and boundaries to provide new solutions and the infrastructure that its communities and businesses need.

Executive summary

Norfolk and Suffolk - the UK's clean growth region.

A globally recognised, high-tech and inclusive economy which is leading the transition to a post-carbon economy through sustainable food production and sustainable energy generation.

With an economy worth £36bn,¹ Norfolk and Suffolk makes a significant contribution to UK plc, with globally competitive clusters and growing specialisms from agri-food and clean energy to information and communications technology and digital creative.

Clean growth sits at the heart of this Local Industrial Strategy. Norfolk and Suffolk is at the forefront of tackling the challenges and opportunities of climate change. The area's major strengths in energy generation and usage, high tech, sustainable agri-food present major opportunities. The cross-sector opportunities are particularly exciting, delivering solutions such as energy self-sufficiency in farming, or using older gas platforms for sustainable energy generation, for example, to make a major contribution to the UK's transition to a post carbon economy.

The Norfolk and Suffolk economy has clear and well-defined potential for growth. This Local Industrial Strategy sets out a series of coherent and specific actions that will drive productivity and growth across the economy as a whole, so that all businesses and communities' benefit from sustainable and inclusive growth with clean energy, improved wages and better quality jobs, innovative transport solutions and support for the ageing population. The scale of the productivity prize is significant. If Norfolk and Suffolk was operating at the same productivity rate as the UK average, it would contribute an additional £4bn gross value added per annum.

As global, national and local economies adapt to climate change and the transition to a zero-carbon economy, Norfolk and Suffolk is taking action to bring together expertise and emerging technologies, across different disciplines and sector boundaries to provide new solutions and clean growth opportunities.

Clean Energy – Powering the world

Norfolk and Suffolk is well placed to be a global exemplar for clean, low carbon energy production, exporting services and skills globally, whilst increasing the availability of affordable sustainable energy for local communities and businesses.

Norfolk and Suffolk has expertise in all forms of energy generation and sits at the heart of the world's largest market for offshore wind energy. Planned investment in renewable and nuclear power generation will make it the leading supplier of renewable energy to the UK, providing power for 58per cent of the UK's homes.

¹ Norfolk and Suffolk Local Industrial Strategy evidence base – contains all data in this document unless otherwise stated.

As well as a key role in the production of energy, Norfolk and Suffolk is also playing a leading role in the transition to a zero-carbon economy. Working with the Greater South East Energy Hub to deliver local projects at scale that benefit communities, private investors and businesses operating in the low carbon sector, is a priority. Transforming the local energy system and new innovations in energy wider resource use will drive productivity gains across all businesses.

This strategy sets out a range of actions that local partners will take to maximise the clean energy opportunity including:

- Developing an ambitious research and innovation programme that will build on existing clean energy research strengths across the regional universities, Cefas and ORE Catapult, working closely with industry to deliver increased innovation and productivity, new research collaborations, and cross-sector translational projects.
- Enhancing the capacity and capability of Norfolk and Suffolk's ports with a series of ambitious projects to attract and capture manufacturing, construction and operations and maintenance investment, to serve the offshore energy market.
- Expanding OrbisEnergy's scope from offshore renewables to 'clean energy', delivering an ambitious innovation and growth programme focussing on supply chain development, new technology solutions, investment in skills and talent, attracting investment, increasing global exports and supporting collaboration across industry to develop a shared all energy workforce.

Agri-Food – Feeding the world

Norfolk and Suffolk has the innovation and expertise to develop, pioneer and apply new approaches to sustainable agriculture, utilising clean energy and innovative water management, and increase value added processing and exports through the applications of new technologies and systems.

Norfolk and Suffolk has the largest agri-food sector in the UK and world-leading research into plant and soil technology and agricultural systems. Agriculture is changing fast. Opportunities such as automation are transforming agriculture, streamlining crop and livestock production, and informing crop and soil modelling. At the same time, soil degradation, biodiversity loss and climate change alongside a growing global population are driving new challenges and consumer behaviours.

Norfolk and Suffolk is home to an advanced and nationally significant food and drink sector, with globally renowned companies. There are many more quality processing businesses with potential to grow in domestic and international markets. The opportunity to add value to the economy with an increase in processing and high-tech production methods, automation, enhanced use of information technology and other innovations is substantial.

This strategy sets out a range of actions that will be taken forward to maximise the clean agri-food opportunity including:

- Invest in a Food Innovation Hub based at the Honingham Food Enterprise Zone to deliver business growth through innovation, productivity, processing, exports and support new start-ups.
- Collaborate with partners including Lincolnshire, Cambridgeshire and Peterborough leveraging the existing strengths of Agri-Tech East to realise the collective power as the UK centre for hi-tech, precision agriculture and food production.

- Develop a world-leading hub for plant and microbial research at the John Innes Centre.

Information and Communications Technology and Digital Creative– Connecting the world

Grow and secure the information and communications technology and digital creative clusters at Adastral Park and Norwich as national assets. Build the integrated networks that business need including the UK's first advanced highspeed optical wireless network.

Norfolk and Suffolk's information and communications technology and digital creative opportunity is both fast-growing and high value. It is at the cutting edge of digital innovation, with distinctive strengths in telecoms, cyber security, quantum technology, artificial intelligence, Internet of Things and user experience design.

It is also imperative in supporting productivity growth and technology-driven innovation across all local sectors, for example through agri-tech and the application of advanced intelligent information technology supporting the low carbon energy transition. Anchored by nationally recognised tech clusters centred on Norwich's fast growing digital creative hub, and at Adastral Park, near Ipswich.

This strategy sets out a range of actions that will be taken forward to maximise the information and communications technology and digital creative opportunity including:

- Deliver the Adastral Park 2025 vision to take the site to a new level as a major national strategic asset and growth engine for the UK.
- Create a new digital hub in Norwich for the incubation of start-ups and accommodation of scale up businesses in the digital and creative cluster.
- Develop the economic case for a Smart Emerging Technology Institute and testbed (SETI) – a unique advanced high-speed optical and wireless network (including 5G) which interlinks Internet of Things testbeds to support large-scale experiments and data transfer.

The Foundations of productivity

This Local Industrial Strategy also recognises the strengths and the importance of a number of underpinning sectors in the Norfolk and Suffolk economy - financial services, culture and the visitor economy, ports and logistics, advanced manufacturing and construction. Tackling the productivity challenges in these sectors is a key part of the Local Industrial Strategy.

Ideas: Norfolk and Suffolk has strong innovation assets, but innovation is concentrated in a small number of innovative firms, and world-class research assets, including Norwich Research Park and Adastral Park, near Ipswich. There is a long-tail of non-innovative businesses.

Together local partners will widen the cross section of businesses innovating and investing by providing the right support and access to finance needed to increase productivity through innovation, particularly focusing on clean growth and the networks needed. Collaboration, learning and partnership between science, research and business, across different sectors and disciplines will be strengthened. By:

- Introducing a new integrated offer and programme of activity that will stimulate collaboration and innovation which will include – an innovation research and development fund, Innovation ambassadors and an Innovative Projects revenue fund.

- Developing next generation innovation infrastructure including - exemplar ageing society assisted living community and exploring the Port of Felixstowe becoming an exemplar for blue tech.
- Create partnerships with other parts of the UK to scope out shared and complementary capabilities to drive forward new innovations and access to new markets.

People: Norfolk and Suffolk has a diverse and growing population. Employment levels are higher than the UK average. The area is a desirable place to live, quality of life is constantly ahead of the national trend with a consistent net inflow of people of all ages, including families and skilled professionals.

Skills levels are increasing in Norfolk and Suffolk faster than the UK as a whole. But there is more to be done, particularly in digital skills needed by businesses of all sectors.

Local partners will continue to work together to grow an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals by:

- Closing the skills and labour gaps, especially in digital and technical skills, and continue to build skills across the strategic opportunity areas by delivering sector skills plans, supporting opportunity areas in Ipswich and Norwich and delivering the youth pledge.
- Providing a range of opportunities that enable all residents to upskill throughout their lives, including developing a digital skills programme and working with industries to scale up existing initiatives.
- Improving aspirations and continuing to develop employability and work readiness amongst young people including developing a apprenticeship level transfer scheme and enhancing the New Anglia Enterprise Advisor Network and Careers Hub.

Infrastructure: Boosting infrastructure enables success. Places and communities are interconnected, depend on transport links and draw on many of the same labour market and supply chains. Local partners will work to increase local investment in energy and water efficiency, storage and management infrastructure, alongside existing transport, housing and digital that will enable all residents to take advantage of economic opportunities by:

- Delivering an integrated approach to infrastructure and inter-regional connectivity to maximise clean growth impacts locally and for UK plc.
- Delivering the right mix of sustainable, energy efficient, intelligent homes, commercial space and communities that are fit for the future.
- Developing exemplar low carbon energy generation, networks and storage which benefit local businesses and communities

Business Environment: Norfolk and Suffolk has a strong business environment and is a great place to build and grow a business, with stable and resilient firms, strong levels of business support and good business survival rates. The area is home to internationally facing businesses which export £2.9bn of goods and £2.4bn of services. However there is an opportunity to encourage a wider cross-section of businesses to engage in exporting with ~~as~~ current levels of exports ~~are~~ lower than comparator areas. There is an extensive network of business advice services across Norfolk and Suffolk, centred around the New Anglia Growth Hub, the single point of access for all business support.

Local partners will increase the number of businesses growing, scaling up, and the number of new high growth potential businesses; and raise sustainability, productivity and wages amongst the wider business base. Businesses will be supported in their efforts to expand market access and attract inward investment by:

- Providing industry leadership that drives actions and takes advantage of the opportunities that exist within and across clean energy, agri-food and information and communications technology and digital creative through establishing Industry councils.
- Sharpening the high-quality business support offer to ensure it meets the changing needs of businesses adapting to new ways of working and new technology, including – an integrated inward investment and business location offer, expanding Invest East, a free "investor led" programme and delivering supply chain programmes.

Places: Norfolk and Suffolk is an outstanding place to live and do business. 140 miles of coastline, three Areas of Outstanding Natural Beauty and a diversity of landscapes, internationally important wildlife reserves and historic sites. The main urban centres of Ipswich and Norwich are dynamic fast-growing centres with a rich cultural offer and core to future economy growth.

Norfolk and Suffolk will build on the place-focused approach to improving access to skills and employment agreed in its Economic Strategy, recognising the different requirements of its towns, urban, coastal and rural areas, connecting pockets of deprivation which exist alongside the largest future opportunities. Local partners actions will include:

- Communicating a clear, ambitious offer to the world central to attracting the people, investors and businesses of the future.
- Accelerating investment on the Enterprise Zones to help drive economic growth.
- Developing a shared investment prospectus with Arts Council and National Lottery Heritage, ensuring that cultural infrastructure is maintained and developed, including specific new development in market towns and places where there is significant new housing.

Making it happen

Norfolk and Suffolk partners know that the economy is most successful when they work together for the benefit of the people who live, learn and work here.

This strategy looks to 2036 and is based on a robust evidence base and has been developed by a strong local partnership of businesses, local authorities, universities and colleges and the voluntary, community and social enterprise sector. It builds on the priorities and targets set by local partners in the Norfolk and Suffolk Economic Strategy, the local blueprint for inclusive growth and productivity gains, with an overall goal to transform the economy into one of the best places in the world to live, learn, work and succeed in business.

A number of tools and systems have been put in place to support delivery:

- Shared evidence base
- Delivery and Investment plans
- A common investment prioritisation framework,
- A shared inclusive growth toolkit
- An annual stock-take of progress
- An evaluation programme.

Global Change

Technology and Economic Change

Demographic and Climate Change



Strategic Drivers

National Industrial Strategy

Norfolk and Suffolk Economic Strategy
'A strategy for growth and opportunity'

Clean Growth

The UK's clean growth region

At the forefront of tackling the challenges and opportunities of climate change. Strengths in energy generation and usage, high tech, sustainable agri-food present major opportunities in particular the cross-sector opportunities which will have a major contribution to the UK's transition to a post carbon economy.



Clean Energy Powering the world

The epicentre of the world's largest market for offshore wind energy.
The only place in the UK where all forms of resource extraction and energy generation exist together.



Agri Food Feeding the world

Advanced and nationally significant agri-food and drink sector, with globally renowned companies.
World-leading research base, at the forefront of global food and health research.



ICT and Digital Creative Connecting the world

Global centre of research and development and innovation in communications technology
Fast growing digital creative hub, with an international reputation for producing graduates who excel

Underpinning Sectors - financial services, culture and the visitor economy, ports and logistics, advanced manufacturing and construction.

Ideas: *Improving collaboration across businesses and sectors, driving up levels of business innovation, whilst increasing the adoption and diffusion of new technologies.*

People: *Continue to grow an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals.*

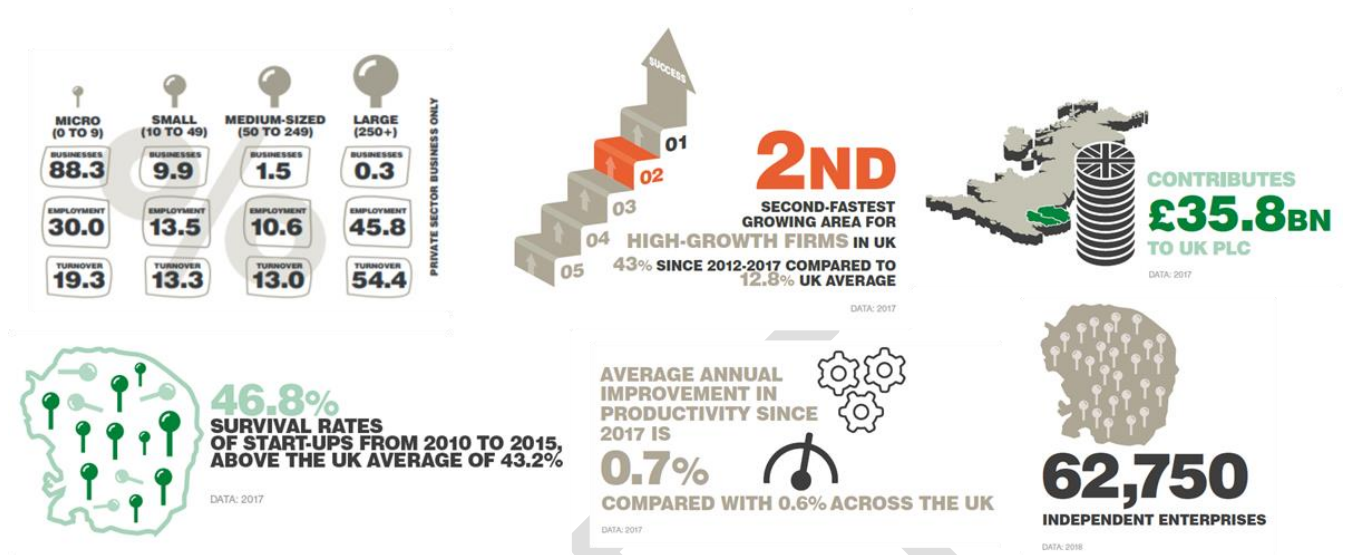
Infrastructure: *Deliver integrated infrastructure to enable productivity gains and clean growth and to create places that people want to live and work.*

Business Environment: *Creating more high growth businesses, increasing entrepreneurship and helping businesses take the decisions they need to be agile, productive and responsive.*

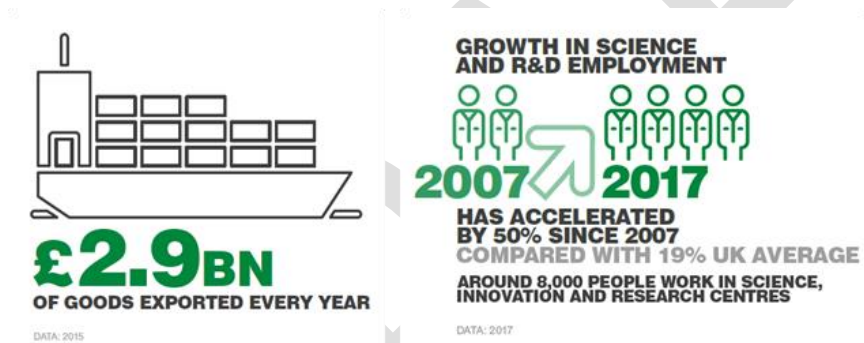
Place: *Transforming the Norfolk and Suffolk economy into one of the best places in the world to live, learn, work and succeed in business.*

Norfolk and Suffolk Economic Profile at A Glance

A large diverse economy, but with productivity challenges



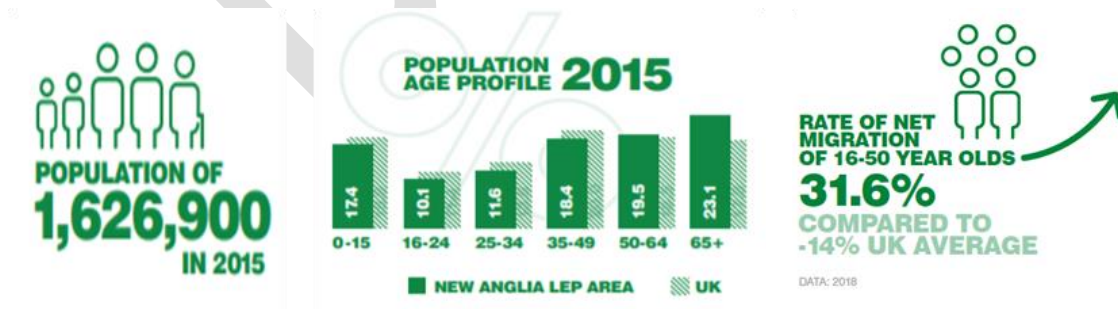
Opportunity for businesses to innovate and export



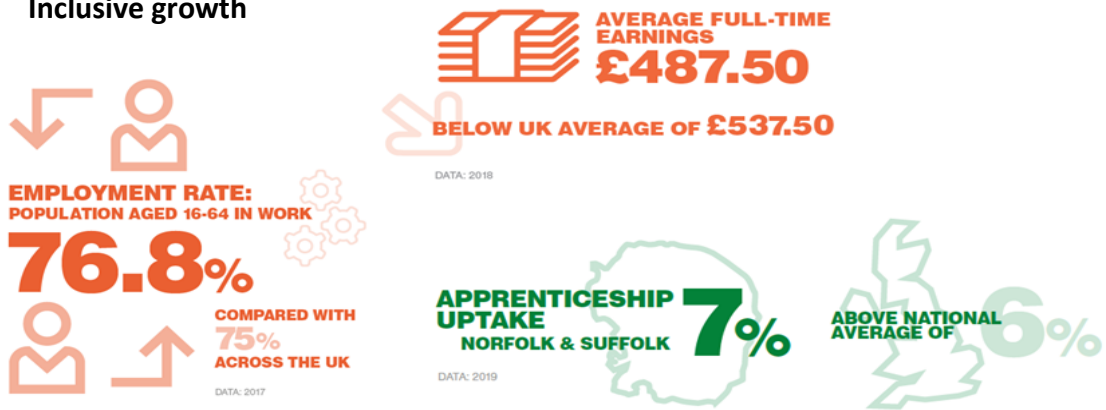
Further infographics to be added by 18th September include:

- Export infographic to include and £2.4bn services

A growing population



Inclusive growth



Further infographics to be added by 18th September include:

- Strong progress has been made in closing the gap, with a growth in NVQ3+ levels of 2.8per cent, a faster rate in recent years than the national average and all of the comparator areas.
- Norfolk and Suffolk lag behind both the East of England and UK in terms of the share of pupils achieving a 9-5 pass in English and Maths – 40per cent in 2017/18 compared to 43.9per cent in the East of England and 43.5per cent in the UK.
- Housing affordability is about 8.7 times higher than earnings making them less affordable than the UK, 7.8.

Connectivity and Commuting



Further infographics to be added by 18th September include:

- 92per cent of Norfolk, and 94per cent of Suffolk properties have access to superfast broadband

Housing and commercial property



Norfolk and Suffolk's Potential

Clean Growth

Norfolk and Suffolk - the UK's clean growth region.

A globally recognised, technology-driven and inclusive economy which is leading the transition to a post-carbon economy through sustainable food production and sustainable energy generation.

Clean growth sits at the heart of this Local Industrial Strategy. Norfolk and Suffolk is at the forefront of tackling the challenges and opportunities of climate change – the area affected earliest by rising sea levels and changing rainfall pattern and with major research and business strengths in adapting to the change. The area's major strengths in energy generation and usage, high tech, sustainable agri-food present major opportunities. The cross-sector opportunities are particularly exciting, delivering solutions such as energy self-sufficiency in farming, or using older gas platforms for renewable energy generation, for example, to make a major contribution to the UK's transition to a post carbon economy.

Norfolk and Suffolk has an established, dynamic and growing low carbon economy which is at the cutting edge of the UK's response to the clean growth Grand Challenge. New research commissioned from the world-renowned climate science team at the University of East Anglia highlights the local impacts and mitigation opportunities of climate change in Norfolk and Suffolk, including agri-food, energy, construction, and transport. Coastal flooding, water resourcing and infrastructure resilience are also key considerations.

The results suggest an increase in mean summer temperatures of at least 0.5°C between the two 30-year baseline periods of 1961-90 and 1981-2010. Per capita CO₂ emissions estimates for the UK declined from 8.7 to 5.4 tonnes/person between 2005 and 2016. Norfolk and Suffolk went from having below UK average per capita CO₂ emissions in 2005 to above average in 2016 (5.7 and 5.6 tonnes/person respectively), reflecting the area's rural character and the importance of road transport.

Norfolk and Suffolk's key strengths and assets make it well placed to be at the forefront of the clean growth revolution.

- As the UK's leading producer of renewable and low carbon energy and a significant producer of low carbon goods and services.
- As a testbed for innovation in industries such as farming and food production, transportation and construction which need to reduce their carbon footprint and adapt to a changing climate.
- As an area with an outstanding natural environment and natural resources which are particularly vulnerable to climate change but where innovative new mitigation measures and technologies are being pioneered.
- As an area with a wealth of world class innovation and thinking, and exportable skills. Along with many award-winning businesses, that are on the leading edge of a low-carbon future.

Addressing the challenges of climate change will require actions across society and by many different organisations. Coordination of interventions and actions between sectors is critical to achieving future clean inclusive growth.

This local industrial strategy sets out targeted actions against each of the five foundations of productivity that taken together will maximise the contribution of our expertise in clean energy, agri-

food and information and communication technology, boosting productivity and forging Norfolk and Suffolk's future as the UK's inclusive clean growth region.

Case Studies:

THURN Group, based in Acle, received industrial strategy challenge funding for its robot submarines which enable engineers to see hazards that ice may cause to infrastructure, pipelines and ships around the Arctic.

Strutt and Parker Farms have a significant commitment to renewable energy. Alongside several solar power initiatives, they run two major anaerobic digesters – the plant at Euston, near Thetford, exports 50,000MWh to the National Grid a year. In a recent project, they take horse muck and straw, process this through a bio-digester to extract biogas and CO₂. Using advanced membranes, they separate out food grade CO₂, which is sold to a local brewery for use in beer and lemonade.

The Low Carbon Innovation Fund (LCIF), operated by the University of East Anglia, provides equity finance for SMEs in the East of England that are contributing to the low carbon economy. This fund provides investments from £25k to £1m to companies from any sector who are seeking investment to grow and develop, reduce their carbon footprint and maximise carbon savings through technologies, products and services. The programme has already invested £20.5m of EU funding matched with nearly £50m of private co-investment from UK and international investors.

Muntons is a leading global player in the supply of malts, malt extracts, flour and flakes to many well-known names in the food and drinks industry and exports 50% of its production. Sustainability is at the heart of everything Muntons does. Liquid waste from its ingredients business at its Stowmarket headquarters is treated at a £5.4m anaerobic digestion plant producing a fertiliser substitute for spreading on local farms, cutting out the 3,000 tanker movements a year currently required to take sludge from the site – saving around 340 tonnes in CO₂ emissions from the lorries. In addition, treating waste streams from malt extract production at the plant produces up to 25% of the firm's base load electricity.

CLEAN ENERGY



OVER 600 BUSINESSES,
MAINLY SPECIALISING IN OFFSHORE WIND, GAS AND NUCLEAR

CONTRIBUTE

£1.4_{BN}



TO THE
ECONOMY



12,000 JOBS,
WITH THOUSANDS MORE
EMPLOYED IN THE
WIDER SUPPLY CHAIN



**BACTON
GAS TERMINAL**
AND THE NETWORK OF OFFSHORE
GAS PLATFORMS SUPPLIES OVER
A THIRD OF THE UK'S LOW
CARBON TRANSITION FUEL



EXPERTISE
ACROSS
NUCLEAR
LIFE CYCLE

CAPACITY TO DELIVER

50% OF SECTOR DEAL

OFFSHORE WINDFARMS IN OPERATION AND
DEVELOPMENT OFF THE COAST WILL MEET
HALF OF THE OFFSHORE WIND SECTOR
DEAL'S 30GW TARGET BY 2030,



WITH FURTHER CAPACITY IN THE PIPELINE

THE PLANNED INVESTMENT
IN OFFSHORE WIND AND
NUCLEAR POWER ALONE
WILL PRODUCE ENOUGH
ENERGY TO POWER
MORE THAN



**58
PER CENT**
**OF THE UK'S
HOMES**



THE UK'S
HIGHEST
CONCENTRATION
OF OFFSHORE
WINDFARMS

Further infographics to be added by 18th September include:

- GVA per job £119,200
- Size of the opportunity £59.4bn capital investment in offshore energy and engineering by 2040
- Exporting £193m

Norfolk and Suffolk is well placed to be a global exemplar for clean, low carbon energy production, exporting services and skills globally, whilst increasing the availability of affordable sustainable energy for local communities and businesses.

Norfolk and Suffolk has a diverse energy sector with significant generation capacity of solar, wind, nuclear, biomass and gas. It the only UK region that has such a rich mix of large-scale

energy generation technologies, and expertise on local generation, utility networks, and energy storage. It has a clear distinctive and compelling offer around its all energy sector.

Offshore Energy Production

Norfolk and Suffolk is at the epicentre of the world's largest market for offshore wind energy, worth almost £1bn a year. The two counties have the potential to benefit more than any other area in England from growth in offshore wind jobs, with an additional 6,150 full time well-paid skilled jobs by 2032 (+600per cent growth)².

Norfolk and Suffolk has world-class operations and maintenance facilities. The ports of Great Yarmouth and Lowestoft have benefited from over 50 years of experience supporting the offshore gas industry and have become strategic centres for the offshore wind sector, positioning themselves as England's premier energy ports, with the potential for further growth in operations and maintenance, manufacturing and assembly.

Over the last 15 years, £11bn capital has been invested, with operational turbines generating annual operational and maintenance of £253m. Full build out of projects under construction and in development will require an additional £22bn in private sector capital expenditure bringing the total operational expenditure to £550m³.

Offshore, the area hosts over 100 gas fields, over 150 gas-related platforms and 4500km of pipelines. Over the next 30 years there is a potential market of £330bn in decommissioning.⁴ The Southern North Sea is the UK's natural gas basin, with a third of the UK's domestic gas requirements handled at the Bacton terminal in North Norfolk.

Coastal protection works are currently taking place, UK-first innovative sandscaping project, to protect Bacton Gas Terminal and the surrounding area for at least a further 25 years.

This strategy recognises the vital role natural gas will play as part of the 'energy transition' as the UK moves towards a net-zero economy, further underpinning the role of Norfolk and Suffolk's offshore energy sectors.

New and innovative energy technology concepts are being investigated in Norfolk and Suffolk, including offshore desalination, leading to hydrogen fuel production; carbon capture and storage; and gas to wire developments linked to the rejuvenation of the Southern North Sea. There is a real opportunity for Norfolk and Suffolk to become a 'test and demonstration zone', highlighting its national and global value. There are opportunities for the reuse or repurposing of gas assets either for use by offshore wind (converting gas platforms in accommodation modules) or for the production of hydrogen with former gas pipelines used to deliver the gas to landfall at the Bacton Gas Terminal.

The area is also an ideal exemplar for energy transition with oil and gas and offshore wind players co-operating in areas such as offshore training, platform electrification from offshore wind, shared logistics (accommodation, vessels and helicopter operations for instance).

² <https://aurawindenergy.com/uploads/publications/Aura-EU-Skills-UK-Offshore-Wind-Skills-Study-Full-Report-October-2018.pdf>

³ 4C Offshore – East of England: Enabling Offshore Wind - 2018

⁴ 4C Offshore – East of England: Enabling Offshore Wind - 2018

Onshore Energy Production

Suffolk is home to three nuclear power stations at different stages of their planning and lifecycles - Sizewell A is in decommissioning; EDF's Sizewell B is the UK's only pressurised water reactor in operation; and the Sizewell C nuclear new build project is expected to seek development consent in 2020.

It is predicted that the Sizewell C power station would inject up to £200m a year into the regional economy during peak construction⁵ and £40m per year during its 60 years of operation. Furthermore, Sizewell C would create 25,000 roles during the construction phase with 900 permanent operational jobs created, plus the need for an 'outage' workforce.

Norfolk and Suffolk is the leading area nationally for animal waste biomass installations with a third of the national capacity in two large plants at Thetford and Eye power stations. One of the UK's newest straw fed biomass plants has opened at Snetterton, whilst brewer Adnams operates an anaerobic digester which was the first to export biogas to the grid produced from brewery and food waste.

The bioenergy industry is worth nearly £2bn and is based on the scale of agriculture locally with 13.7 per cent of England's crop output and 9 per cent of the livestock output. Norfolk and Suffolk is the largest straw producing area in the UK, with 313,000 hectares of cereals and 60,000 hectares of oilseed crops, with an estimated straw yield of 1.06m tonnes per year.⁶

Clean Energy Generator

Planned investment in new generation projects will result in Norfolk and Suffolk being the largest contributor of clean energy to the UK and central to the UK's successful national transition to a zero-carbon economy.

Despite the area's strengths in clean energy, access to power is limited, holding back housing and industrial development in many parts of the area. Therefore, transforming the local energy system and new innovations in energy wider resource use is also a priority for local partners to deliver productivity gains across all businesses.

Significant investment by National Grid and other partners will be needed alongside local electricity network reinforcement, to support the offshore energy sector and the proposed new nuclear power station, Sizewell C. It is critical that this is planned and delivered in a strategic and joined-up way to ensure it does not impact on communities and the natural environment, which is a key asset for the area and underpins a highly valuable visitor economy.

There is a clear opportunity for Norfolk and Suffolk to be better recognised as a global exemplar for clean, low carbon energy production through:

- Exporting services and skills globally,
- Expanding the distribution of affordable sustainable energy to local communities and businesses; and
- Improving skills locally.

⁵ <https://www.eastsuffolk.gov.uk/assets/Planning/Sizewell/Economic-Impact/SZC-Economic-Impact-Appendices-v3.0.pdf>

⁶ https://newanglia.co.uk/wp-content/uploads/2019/06/New-Anglia-Clean-Energy-Skills-Plan_FINAL-March-2019.pdf

Ambitious Future Plans

Local Partners will work together to:

- Develop an ambitious regional research and innovation programme that will build on our existing clean energy research strengths across our regional universities, Cefas and ORE Catapult's new Lowestoft facility, working closely with industry to deliver increased innovation and productivity, new research collaborations, and cross-sector translational projects.
- Enhance the capacity and capability of Norfolk and Suffolk's ports with a series of ambitious projects to attract and capture manufacturing, construction and operations and maintenance investment, to serve the offshore energy market.
- Expand OrbisEnergy's scope from offshore renewables to 'clean energy', delivering an ambitious innovation and growth programme focussing on supply chain development, new technology solutions, investment in skills and talent, attracting investment, increasing global exports and supporting collaboration across industry to develop a shared all energy workforce.
- Local partners will explore with central government and regulators developing innovative and locally targeted planning and regulatory pathway for new energy projects and locally funded infrastructure responsive to environmental and community needs.
- Support the Greater South East Energy Hub in developing opportunities across the energy and utility networks and enabling more flexible and innovative solutions to the future power generation needs of Norfolk and Suffolk.

Case Studies:

3Sun Group, based in Great Yarmouth, led the way in diversifying from a wholly oil and gas business to more than 90 per cent renewables. It has been integral in the installation, servicing and maintenance of offshore wind turbines in the UK and European waters through the supply of skilled technicians and statutory inspection teams. 3Sun has gained a global reputation for expert operational support services specialising in the UK, German and Danish markets.

Energy sector skills - Strong co-ordination of energy skills initiatives is key to ensuring that skills needs are met. Local partners are delivering an energy sector skills plan which focuses on a higher technical engineering offer; mobilises industry leadership; builds workforce transferability; addresses overall energy skills fragility; and delivers inclusive growth. Local investments will have a major impact on developing the future energy workforce, including the £11.3m energy skills centre at East Coast College in Lowestoft.

Aviva Solar Carport, Norwich – One of the largest solar carports in the UK was completed for Aviva by Norfolk-based RenEnergy. More than 542,000 kWh of power, enough to power 138 homes, may be generated by the carport at Aviva's Horizon building in Norwich. During peak hours, the office (accommodating 1,000 employees) will effectively be off-grid and powered 100% by the sun. Annually this system will provide more than 63% of the site's total energy demand - a carbon offset saving of 166.5 tonnes p.a. The carport has futureproofed the Horizon office to allow for the addition of electric vehicle charging infrastructure, enabling employees to charge their low-carbon vehicles directly from the sun.

Peake Fruit, owned by Boxford Group and based in Stoke-by-Nayland were recently awarded Best Green Enterprise BALE Award for their Anaerobic digester fed by the pomace from the Konings Copella juice plant and maize. The family business (operating over 80 years) have a number of biomass boilers and solar panels across their agricultural and leisure sites. The energy produced is stored on-site and is used to power their site systems, chiller storage and hotel. This business and many others across Norfolk and Suffolk are working hard to transform traditional agricultural businesses through the use of technology and clean energy.

AGRI-FOOD

  **LARGEST AGRI-FOOD OUTPUT OF ANY LEP AREA AT £3.5_{BN}**

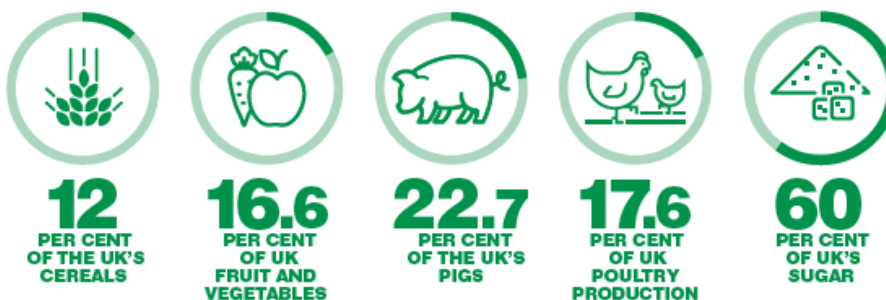
 **91,300 JOBS**

OUTPUT PER JOB IS HIGH



AT £38,500
MAKING IT A
PRODUCTIVE SECTOR.

DESPITE ACCOUNTING FOR ONLY 2% OF UKS POPULATION AND 4% OF THE UK LAND MASS, NORFOLK AND SUFFOLK REPRESENTS 11% OF ITS AGRICULTURAL OUTPUT, WHICH IS MORE THAN ANY OTHER LEP AREA



Further infographics to be added by 18th September include:

- Exporting £569m
- 8,885 businesses

Norfolk and Suffolk has the innovation and expertise to develop, pioneer and apply new approaches to sustainable agriculture, utilising clean energy and innovative water management, and increase value added processing and exports through the applications of new technologies and systems.

A regional focus for agri-food innovation

The world-leading [Norwich Research Park](#) is at the forefront of global agri-food research and innovation, employing 3,000 scientists and clinicians. A UK asset equipped to make a leading contribution to the major challenges of food and energy security, healthy ageing and living with environmental change. It is Europe's largest single site hub of research, training, education, and enterprise in food and health. It brings together several research organisations with global reputations:

- the John Innes Centre
- the Earlham Institute
- the Quadram Institute
- The Sainsbury Laboratory
- University of East Anglia,
- Norfolk and Norwich University Hospital.

Centre for Fisheries and Aquaculture Science (CEFAS), has been based in Lowestoft since 1902, when it began as a small fisheries laboratory. The Centre now employs some 600 staff between Lowestoft, Weymouth, English ports, Kuwait and Oman. This is the UK's most diverse centre for applied marine and freshwater science and research, providing innovative solutions for the aquatic environment, biodiversity and food security. A trusted bridge between government, academia and industry, CEFAS provides a multidisciplinary approach to a range of sectors including offshore renewables, fisheries, marine and coastal infrastructure and shipping.

The climate, labour and technology challenge

Alongside this global research expertise, Norfolk and Suffolk has some of the most productive farmland in the UK. However, the impact of climate change is bringing drier summers and wetter winters overall, with the likelihood of extreme rainfall events increasing and extreme weather events becoming more frequent⁷. The changing pattern of rainfall is already leading to water abstraction restrictions which is likely to have an impact on growers. Norfolk and Suffolk is at the forefront of the challenge, as well as the research needed to adapt to it.

Machine learning, automation, material science and satellite technology has the potential to increase productivity and improve sustainability across the food supply chain. Adoption of technology is also needed to address challenges created by a lack of labour supply, raising productivity and creating higher skilled, higher paid jobs.

Local agricultural businesses have recognised the need to adapt in response to the climate emergency and technological change. There is a growing appetite to meet the challenge, with the right kind of support.⁸ But across the agri-food sector, innovation is concentrated in a small number of high performing businesses. There is a big opportunity to improve the diffusion of ideas and technology further through the farming base.

⁷ [Scoping Report for the New Anglia LEP Climate Change Adaptation and Carbon Reduction Strategy, UEA Consulting, 2019](#) page 12

⁸ <https://www.eadt.co.uk/business/farming/suffolk-and-norfolk-nfu-chairs-reaction-to-rsa-sustainability-report-1-6170278>

Biodiversity and healthy soils are key to a sustainable environment and effective carbon capture, acknowledged by UK leaders in these areas working here – such as the team at the Holkham Estate. But farming more widely faces a major challenge in its capacity and ability to adapt and adopt new techniques and technologies.

Increasing consumer demand for food traceability and sustainability, presents an opportunity for growers and processors alike. This could range from switching more primary production to spelt and other cereals used in gluten-free flours, to developing new plant-based foods informed by the food innovation programme at the Quadram Institute. Supporting businesses to adapt their products to meet the changing demands of the modern consumer will be important.

Increasing Processing Value

Norfolk and Suffolk is home to an advanced and nationally significant food and drink sector, with globally renowned companies including Kettle Chips, Greene King, Pasta Foods, Muntons, British Sugar, Aspalls, Mars Food, Bernard Matthews and Birds Eye. There are many more quality processing businesses with potential to grow in domestic and international markets. The area only processes 50per cent of the food it grows. The opportunity to add value to the economy with an increase in processing and high-tech production methods is substantial. A 50per cent increase in processing locally grown food could add over £2bn to the economy.

Automation, enhanced use of information technology and other innovations also present opportunities to increase the productivity of these businesses, enhance sustainability and reduce greenhouse gas emissions. There is a commitment locally to help businesses develop the skills and technology needed to take this opportunity.

Norfolk and Suffolk will explore, working with others, the scope for capacity support and new skills development to encourage farmers to adopt new approaches and to better understand the opportunities for innovation. There is significant potential for effective mentoring and sector leadership.

Ambitious Future Plans

Local Partners will work together to:

- Invest in a Food Hub based at the Food Enterprise Zone site at Honingham Thorpe in Norwich, to deliver business growth through innovation, productivity, processing, exports and support new start-ups.
- Collaborate with partners including Lincolnshire, Cambridgeshire and Peterborough leveraging the existing strengths of Agri-Tech East to realise the collective power as the UK centre for hi-tech, precision agriculture and food production.
- Develop a world-leading hub for plant and microbial research at the John Innes Centre.

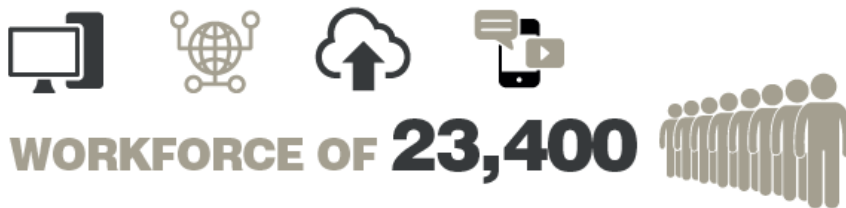
Case Studies

CauliRice - in 2015, Fountain Foods in Upwell, West Norfolk, successfully applied for two Agri-Tech grants worth £171K to set up a new company to develop and manufacture CauliRice - a new, long-life rice substitute made from cauliflower and install new equipment in their existing premises to make production more efficient. The new product took off immediately, benefitting from changing customer habits and the desire for more healthy choices. CauliRice is now on sale in all major supermarkets in the UK and across the US, with renamed company Fullgreen launching its first US production line in 2019.

Crop Systems in Happisburgh, North Norfolk, are industry-leading innovators in modern crop storage. Their WarmStor product is a revolutionary low energy system for the automatic conditioning of potatoes for the packing industry. Air source heat pumps are used to bring cold stored potatoes up to the required temperature for packing and also provide rapid cooling of new potatoes. They also produce SmartStor, a system that manages the atmosphere in potato stores with total remote control and management. TaperStor and PosiStor are innovative potato storage facilities which maximise airflow and store conditions to keep the potatoes better for longer.

British Sugar supplies around half of the UK's sugar and supports 9,500 jobs. The advanced manufacturing plant in Bury St Edmunds uses Combined Heat and Power (CHP) which is one of the most fuel-efficient processes available to turn over two million tonnes of sugar beet into 320,000 tonnes of sugar. In 2016 British Sugar invested £15m in a new Anaerobic Digestion (AD) plant at Bury St Edmunds, producing energy in the form of electricity. While a small proportion is used to power the AD Plant, making it self-sufficient, the majority (up to 5MW) is being exported to the National Grid as clean renewable electricity.

ICT DIGITAL



£1.4^{BN}
CONTRIBUTION
TO THE
UK PLC

A FURTHER **35,000**
DIGITAL TECHNOLOGISTS AND ENGINEERS ARE ACTIVE IN
COMPANIES IN THESE AND OTHER LOCAL SECTORS,
MORE THAN **DOUBLING** THE SIZE
OF THE DIGITAL TECH WORKFORCE



10,000 TECH ROLES / VACANCIES TO BE FILLED



BY 2024

Further infographics to be added by 18th September include:

- GVA per job £59,100
- Exporting £293m

Grow and secure the information and communications technology and digital creative clusters at Adastral Park and Norwich as national assets. Build the integrated networks that business need including the UK's first advanced highspeed optical wireless network.

Norfolk and Suffolk's information and communications technology and digital creative opportunity is both fast-growing and high value. It is at the cutting edge of digital innovation, with distinctive strengths in telecoms, cyber security, quantum technology, artificial intelligence, Internet of Things and user experience design. It is also imperative in supporting productivity growth and technology-driven innovation across all local sectors and delivering the Artificial Intelligence and Data Grand Challenge, for example through agri-tech and the application of advanced intelligent information technology supporting the low carbon energy transition. Anchored by recognised tech clusters centred on Norwich's fast growing digital creative hub, and at Adastral Park, near Ipswich.

Norwich – Digital Creative Cluster

The cluster is characterised by several high performing home-grown businesses (many of which are global players including Epos Now, Rainbird, Fountain Partnership and Foolproof) as well as micro start-ups and freelancers. The sector overlaps and interlinks with the financial and insurance services and business services sector. There is real growth potential, but is also a driver for innovation, creativity and productivity across the broader business base.

University of East Anglia and Norwich University of the Arts (NUA) are key to the supply of talent for the Norwich area. University of East Anglia ranked 15th of the UK's universities⁹, has global pull with students drawn to specialisms that include computing science; computer systems engineering; business information systems; computer graphics, imaging and multimedia; data mining; engineering and environmental science.

NUA is ranked the UK number 1 and world Top 10 for Games by the gaming industry¹⁰ and has secured an international reputation for producing graduates who excel in a constantly evolving industry and the emerging cluster. It is also gaining national recognition for its user experience - digital design courses and is home to the Ideas Factory incubation centre for digital creative businesses and user experience lab.

There is major demand for user experience standard skills across both digital creative primary industries, such as web and software design, and in customer experience in the broader digital economy.

University of East Anglia and Norwich University of the Arts have developed partnerships with AVIVA and Virgin Money to respond to the digital demands of the FinTech finance sector and support SMEs within the local tech networking groups.

SyncNorwich, with over 1,300 members provides a vibrant networking programme that supports business start-up, business development and ongoing good practice sharing for the local technology community. Other networking groups include Norfolk Developers and Hotsource.

⁹ The Times and The Sunday Times good university guide 2019

¹⁰ <https://www.nua.ac.uk/study-at-nua/courses/ba-hons-games-art-design/>

Adastral Park

[Adastral Park](#), near Ipswich, is home to BT's Global Research and Development headquarters, and a growing cluster of over 120 high-tech companies at Innovation Martlesham, employing almost 4,000 people, generating £515m gross value added with a comparatively high productivity rate of £140,000 per job. Home to the largest test and integration facility in Europe and the world's first 'real-world' demonstration of quantum encryption. The 3rd largest patent filer in the UK and number one for Artificial Intelligence technologies.

Adastral Park is a BT strategic site, and has set out an ambition, to take the site to a new level as a major national strategic asset and growth engine for the UK information and communications technology through the Adastral Park 2025 vision. This initiative will include facilities to underpin the UK's aim to lead in the global information and communications technology sector, accelerate the growth of the UK's emerging telecoms software manufacturing sector, and grow the Innovation Martlesham cluster to over 200 information and communications technology companies and academic partners.

The main aspects of the Adastral 2025 Vision:

- The Tommy Flowers Institute for post-graduate information and communications technology industrial research creating future research leaders through an academic and industry network;
- The world's largest converged networks research facility;
- Maximising the opportunities for the world's first commercial-grade quantum test network link between the BT Labs and the Cambridge node of the UK's new Quantum Network.
- Exploiting the opportunities of the UK's Centre for Internet of Things operations development.
- Working with Department for International Trade to promote the Adastral Park High Potential Opportunity offer to foreign investors.
- Aiming to work specifically with the strategic opportunities, grand challenges, the internet of things and key sectors including Fintech and Life Science as they adapt to new demands and technology availability.

The tech cluster in Ipswich has a growing tech community and innovative start-up scene. Its proximity to Adastral Park and London Liverpool street present excellent opportunities for it to continue to grow and thrive.

Ambitious Future Plans

Local Partners will work together to:

- Deliver the Adastral Park 2025 vision to take the site to a new level as a major national strategic asset and growth engine for the UK.
- Create a new digital hub in Norwich for the incubation of startups and accommodation of scale up businesses in the digital and creative cluster.
- Develop the economic case for a Smart Emerging Technology Institute and testbed (SETI) – a unique advanced high-speed optical and wireless network (including 5G) which interlinks Internet of Things testbeds to support large-scale experiments and data transfer.

The actions identified under the five foundations of productivity will also help to deliver the information and communications technology and digital creative ambition.

Case Studies:

Quantum Network Link - A key component in Adastral Park's array of assets is the commercial-grade quantum network link between BT at Adastral Park, Ipswich and Cambridge University. Launched in 2018, supported by £2m of government funding, the link is the UK's first ultra-secure quantum network link, marking a significant milestone in the UK's ability to develop and test quantum computing technologies. The link uses BT exchanges along the route to act as trusted nodes, and forms part of the UKQN, which is a result of a collaboration between research and industry run by the Quantum Communications Hub.

Thyngs - Bridging the gap between the digital and physical world, Norwich-based Thyngs transforms any product packaging or advertisement into an instant point of transaction. Using any smartphone, consumers can receive personalised content and promotions without having to download an app. Thyngs tracks customers' engagement level in real time and reports back to them on the impact of their experiences. The company was conceived to tackle the growing challenges faced by the charity sector because of the switch to contactless and the need to better engage with donors digitally. Initially working with local charities, Thyngs now supports many national and international charities.

Inawisdom - How we consume data is rapidly changing and Ipswich tech company Inawisdom helps businesses globally to exploit its value through the latest artificial intelligence and machine learning techniques. Optimising this information allows organisations to increase sales margins and maximise operational efficiency, detect potential fraud, security concerns and other business risk exposure, as well as proactive maintenance of any physical assets. Founded in 2016 with just two members of staff, the company has been consistent and strong in recruiting the best talent and now employs over 70 staff members based at its Ipswich HQ and London office.

NUA are working with Marsh on an innovative programme to enhance productivity through creative development and problem solving techniques. Marsh identified an issue with work cases which could not be completed by their processing teams in Norwich and India due to missing/incomplete information. Recognising the importance of diverse thinking in developing a solution, Marsh contacted NUA to explore a different way of approaching the challenge. Using techniques such as illustration, visualisation, creative persona-building and gameplay, a solution was identified and Marsh has since implemented a number of changes to engage colleagues involved in driving a positive outcome and overcoming cultural barriers. Marsh is now introducing new roles to integrate creative problem-solving into their Operations team.

Underpinning sectors

This Local Industrial Strategy also recognises the strengths and the importance of a number of underpinning sectors in the Norfolk and Suffolk economy.



Life Science and Biotech - International expertise in the fields of food, health and microbiome - advanced cluster of animal health and emerging pharmaceutical



Financial Services and Insurance - One of the largest general insurance and financial services clusters in Europe, with growing start up financial



Transport, Freight 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 Ipswich



Visitor Economy - A varied and significant tourist offer, from coast and countryside to postcard market towns, underpinned by a dynamic and pioneering cultural



Construction and Development - Large and diverse sector, with emerging specialisation in Passivhaus and sustainable



Advanced Manufacturing and Engineering - National expertise in automotive, civil aviation, composites and pharmaceuticals.

Tackling the productivity challenges in these sectors and maximising their growth opportunities are a key part of this Local Industrial Strategy.

The Five Foundations of productivity

Ideas

Enhance collaboration across businesses and sectors, driving up levels of business innovation, whilst increasing the adoption and diffusion of new technologies in clean growth, energy and food production.

The ability to innovate – to develop new ideas and deploy them – is one of Britain's great historic strengths¹¹. Norfolk and Suffolk has played a significant role with technological breakthroughs from the hovercraft to the metal framed aircraft, pioneering the coding for the internet at BT Adastral Park to the realisation of the single-mode optical fibre, with scientists at the John Innes Centre leading the global search to develop new antibiotics discoveries that put Norfolk and Suffolk at the forefront of science and innovation.

Innovation Ecosystem - Strong science, research and innovation assets

Today, Norfolk and Suffolk has one of the highest concentrations of knowledge-intensive activity in the country and the components of a strong innovation ecosystem such as a robust research base, vibrant business networks and innovation infrastructure.

Around 8,000 people work across science, innovation and research centres covering specialisms from user experience design, artificial intelligence and advanced engineering to clean energy, marine and microbiome research including:

¹¹ <https://www.gov.uk/government/publications/industrial-strategy-the-foundations/industrial-strategy-the-5-foundations#ideas>

- Norwich Research Park
- Centre for Fisheries and Aquaculture Science
- Adastral Park
- University of East Anglia
- Norwich University of the Arts
- University of Suffolk

The network of specialist innovation and enterprise centres also extends to Kings Lynn Innovation Centre, Hethel Engineering Centre, Ipswich Waterfront Innovation Centre, the Animal Health Trust at Kentford, Newmarket Equine Hospital and OrbisEnergy. These are dispersed across a wide geographic area with specialisms clustered at different locations. Innovation is concentrated in and around these assets and a number of (predominantly larger) companies.

The amount businesses spend on research and development is higher than in most other parts of the UK, however this is concentrated in a small number of firms. Though only 12per cent of firms reported undertaking research and development, their spend amounted to £641m, or 1.9per cent of gross value added, compared with 1.2per cent nationally.

Norfolk and Suffolk's businesses are amongst the top performing for the adoption of new organisational processes. However, levels of collaborative innovation are amongst the lowest in England, with only 29.2per cent of firms in Norfolk and Suffolk reported collaborating for innovation purposes.

Innovation Opportunity – building new networks

There is more to do, building on Norfolk and Suffolk's very strong innovation and research assets, to help foster the partnerships and collaborations that are increasingly driving the take up of new technology and ideas. Local partners have a clear ambition to further connect up Norfolk and Suffolk's innovation assets, getting more businesses involved and stimulating more cross-sector innovation. Well-connected networks where people can easily access the right expertise, informally and collaborate and share knowledge are essential. Strengthening the connections between entrepreneurs, researchers and existing businesses is a core priority of this Local Industrial Strategy.

Investing in Innovation

By stimulating more investment in innovation and improving the connection between businesses and the research base, Norfolk and Suffolk's businesses will help to ensure the UK continues to be at the forefront of shaping the businesses and markets of the future.

Public investment in research and development has an important role in stimulating private spending¹². The evidence shows that Norfolk and Suffolk's businesses are less likely to apply for Innovate UK funding than firms elsewhere. There is a significant opportunity to increase research and development spending and increase the area's contribution towards the Government's 2.4per cent target.

Together local partners will:

¹² Industrial Strategy White Paper p.61 In the UK every £1 of public investment on R&D attracts around £1.40 of private investment

Widen the cross section of businesses innovating and investing by providing the right support and access to finance needed to increase productivity through innovation, particularly focusing on clean growth and the networks needed. To strengthen collaboration, learning and partnership between science, research and business, across different sectors and disciplines by:

- Introducing a new integrated offer and programme of activity that will stimulate collaboration and innovation which will include:
 - Connecting up innovation centres and assets opening up access which encourages cross sector collaborations.
 - Innovation Ambassadors linking entrepreneurs and innovators with businesses seeking to collaborate on projects.
 - a voucher scheme for access to credible and high-quality expert support.
 - an Innovation Research and Development fund with grants ranging from £1k to £25K.
 - Innovative Projects revenue fund, seeking projects that cover ideas and innovation, skills, and the business environment.
 - Joining up existing innovation portals to direct entrepreneurs and businesses to the wide range of support services
 - Innovation hackathons providing opportunities for large businesses to work with SMEs to answer commercial challenges.
- Developing next generation innovation infrastructure including:
 - an exemplar ageing society assisted living community (living laboratory), linking up researchers and clinicians to trial and test new technologies.
 - exploring the Port of Felixstowe becoming an exemplar for blue tech (driving sustainable innovation across the maritime and logistics sectors) working with the Connected Places Catapult.
- Create partnerships with other parts of the UK to scope out shared and complementary capabilities to drive forward new innovations and access to new markets including:
 - Jointly appointing, with the Offshore Renewable Energy Catapult, a regional manager to support local companies to innovate and develop new technologies for offshore wind.
 - Identify mechanisms to leverage greater value and productivity from enhanced commercialisation opportunities between Norwich Research Park and the existing business base to attract inward investment.
 - Working with leading UK universities who specialise in complementary areas of strength in sectors such as agri-food, clean energy and ICT Digital.

Government is working in partnership with Norfolk and Suffolk to support the delivery of this foundation through:

- £45.9m of competitive funding through Innovate UK to businesses in the local area. Innovate UK is also helping businesses to better understand funding opportunities, further building on the New Anglia Growth Hub workshops and collaboration with local universities.
- Investing £290m of Local Growth Fund, including the new Ipswich Waterfront Innovation Centre and the new headquarters for the Centre for Environment, Fisheries and Aquaculture Science in Lowestoft.

Case Studies

Quadram Institute – this multi-million-pound innovation asset in Norwich is at the forefront of a new interface between food science, gut biology and health, developing solutions to world-wide challenges in food-related disease and human health. The institute adds to the already global impact of research and development at Norwich Research Park. It hosts fundamental and translational research into food, human health, gut biology and disease, and features a clinical research facility for human trials and a new gastrointestinal endoscopy unit for the Norfolk and Norwich University Hospital. The co-location of these elements will drive new collaborations between fundamental and clinical researchers and is one of the features that makes the Quadram Institute a ground-breaking partnership.

Digital Skills & Innovation Academy- The project aims to boost innovation skills and productivity across Norfolk and Suffolk by leveraging the capabilities of the University of Suffolk, BT and Adastral Park's tech cluster Innovation Martlesham. It's hoped the centre will welcome 520 new students, 145 new apprentices and create 36 new jobs in the local area.

The Animal Health Trust, Newmarket is the leading veterinary and scientific research charity dedicated to the health and welfare of animals. The veterinary service provides care for sick and injured animals and scientific research discoveries help improve the lives of animals all around the world. AHT's expertise in preventing disease, from providing specialist advice to developing new vaccines, ensures they lead the way in stopping diseases and conditions from occurring in the first place. Through education and training programmes AHT are developing and supporting the next generation of veterinary and scientific specialists.

People

Growing an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals and communities.

Norfolk and Suffolk has a diverse and growing population. Employment levels are higher than the UK average. The area is a desirable place to live, quality of life is constantly ahead of the national trend with a growing population and a consistent net inflow of people of all ages, including families and skilled professionals. Three universities attract talented and ambitious people each year. Norfolk and Suffolk is a large area, with many residents commuting within the two counties to its urban centres, as well as to Cambridge, London and Essex, particularly from West Suffolk.

Overall, the two counties have an ageing population, that is economically active with a huge contribution to make. 23.5per cent of the population are over 65 compared to 18.2per cent in the UK. This is an economically active, if older, population with the potential to make a huge contribution.

Skills and aspirations

Historically, Norfolk and Suffolk has had lower skills levels than average, but this trend has been reversed in recent years and skills levels are rising fast but need to continue to do so to meet rising demand for new skills from a growing business base.

Apprenticeships take up is higher than both the national and wider East of England average. Apprenticeship starts for all ages in Norfolk and Suffolk has more than doubled over the last decade. Most of these apprenticeships are either intermediate or at an advanced level. 7per cent of all school leavers entered into an apprenticeship compared with 6per cent nationally, highlighting their slightly higher appeal and density locally.

Key Stage 5 students in Norfolk and Suffolk sustaining an education or employment destination has increased from 63.7per cent in 2009/10 to 89per cent in 2016/17. Much of this is driven by an increase in students moving into sustained employment, up from 7.9per cent in 2009/10 to 29per cent in 2016/17.

Workforce

Median full-time weekly wages for residents and those working in the area are £516 compared to £569 nationally and 26.8per cent of jobs are below the Real Living Wage compared to 22.8per cent nationally. There are pockets of deprivation across urban, rural and coastal communities within Norfolk and Suffolk, with quite different needs. Improving transport infrastructure in many rural and coastal areas is an important priority to reduce isolated deprivation coupled with low aspirations and low-skilled employment.

The voluntary, community and social enterprise sector has an important role to play in supporting those furthest from the labour market by reintegrating and re-skilling through training, volunteering or employment. Many of the initiatives undertaken by the sector are delivering locally through actions such as the Lottery's Big local programme.

Norfolk and Suffolk has secured significant funding to develop integrated work and health programmes addressing a rising proportion of long-term unemployed in the area and unlocking their potential to enhance productivity levels.

Significant evidence exists supporting the link between wellbeing at work and productivity – with wellbeing including physical health and mental wellbeing. Quality of life is constantly ahead of the national trend, affirming that Norfolk and Suffolk is a desirable place to live. There is opportunity for business to utilise this to enhance productivity and for the area to attract and secure additional business investment.

Meeting future skills needs

The large majority of the 'future workforce' is already working. Rapidly emerging technologies and methods are changing the nature of many jobs at all levels, leading to increased demand for technical and digital skills, where there are already clearly defined skills gap, and the opportunity for higher value roles in all sectors. This strategy aims to ensure that retraining is available, accessible and fits the needs of individuals and businesses.

The Norfolk and Suffolk Skills Advisory Panel brings together employers, skills providers and local government to pool knowledge on skills and labour market needs and to maximise opportunities such as the large concentration of upcoming nationally significant infrastructure projects across the area. This provides the opportunity to tackle low social mobility levels and areas of high deprivation where they exist. The aim is to ensure that universities and other providers have the information they need to deliver the skills required by employers, now and in the future.

Connecting business and education

Inspiring and preparing young people for the fast-changing world of work is critical to driving the supply of the future workforce. For young people, the New Anglia Enterprise Adviser Network is working with education institutions and wider work inspiration programmes,

including 'icanbea', to meet the eight Gatsby benchmarks at a consistently significant rate above the national average.

It is facilitating collaboration between schools and businesses across Norfolk and Suffolk to deliver inspiring careers strategies that will prepare the next generation of workers. Businesses in Norfolk and Suffolk engage with their young people, with 21 per cent of employers locally having offered some kind of work inspiration, which is in the top performing areas in the UK.

Norfolk and Suffolk will continue to promote collaboration between business, Higher Education, Further Education, schools and the public sector to provide the training opportunities and industry placements that enable businesses and people to fulfil their full potential. Further developing the number of graduate vacancies locally and graduate entry routes is also a clear priority.

Together local partners will:

Close the skills and labour gaps, especially in digital and technical skills, and continue to build skills across the strategic opportunity areas by:

- **Supporting Opportunity Areas in Ipswich and Norwich.** Local ambition is to maintain the partnerships to continue support social mobility.
- Delivering an '**Eastern Institute of Technology**' to address technical skills shortfalls and social mobility for the young, plus the existing workforce. The curriculum needs to give employers what they need to drive their business forward.
- Fifteen sector skills plans are being delivered locally for each of Norfolk and Suffolk key growth and employment areas, including clean energy, agri-food and digital tech, which identify skills needs and set out the actions to ensure these needs are met.
- Continuing to 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 provides support to enable them to access them, including support into employment.

Providing a range of opportunities that enable all residents to upskill throughout their lives, including:

- Develop a **Digital Skills Programme** building on the work of the New Anglia Digital Skills Taskforce and sector skills plan.
- Supporting the delivery of **disability confident scheme** for employers.
- Working with industry and communities to support and scale up existing initiatives that provide career support and wider awareness of the opportunities for working with an older labour force to provide them with fulfilling roles and enable them to contribute to their full potential; and educational programmes that support the development of digital skills right from primary school to postgraduate research and from the workforce to those that are hardest to reach.

Improving aspirations and continue to develop employability and work readiness amongst young people including:

- Developing a cost-effective model to support the **transfer of apprenticeship levy** to businesses by creating a virtual pot where unspent levy is 'transferred' and used to match up

businesses with apprentices of all ages (not for those fully funded), new entrants and existing staff at different levels, and providers supporting new skills, reskilling and upskilling.

- **Enhancing New Anglia Enterprise Advisor Network and Careers Hub** to ensure all secondary schools and colleges are equipped to achieve all the 8 Gatsby benchmarks.
- Promoting the work of local colleges to provide 'Farm Ready Students' in conjunction with large farming estates such as Honingham Thorpe Farm, Stody Estate and The Morley Agricultural Foundation.

Government is working in partnership with Norfolk and Suffolk to support the delivery of this foundation through:

- Work with the Department for Education to promote the opportunities that qualifications such as **T levels** bring, encouraging businesses to provide industrial placement enabling students to gain employability skills.
- Working with the Department for Education to ensure a smooth transition from the existing Skills Board to the new Skills Advisory Panel.
- Deliver the Department for Education funded **National Centre for Computing Excellence** based at West Suffolk College supporting the growth of digital skills in teachers.
- Through the £290m investment of Local Growth Fund:
 - **Digital Skills & Innovation Academy** - a new, nationally significant information and communications technology research and training centre delivered by University of Suffolk, BT and the Adastral Park tech cluster.
 - **Digi-Tech Factory at City College Norwich** - enabling several interconnected Digital Technology, Engineering and Design Courses to come together in a purpose-designed building.
 - **Digital & Technology Skills Hub at Suffolk New College** - offering a range of courses which provide the building blocks for individuals to progress into Higher Education and Higher-Level Apprenticeships.
 - **The STEM innovation campus at West Suffolk College** will provide first class science, engineering and digital education and training for the young people of Norfolk and Suffolk.
 - **A £7.4m Institute of Productivity at the University of East Anglia**, helping to educate the next generation of digitally aware engineers and business leaders within modern engineering facilities. It will deliver a new regional hub for engineering, technology and management.

Case Studies

The **New Anglia Enterprise Adviser Network** matches senior business leaders with secondary schools and colleges across Norfolk and Suffolk to increase student encounters with the world of work and support the development of employer engagement plans. 100 Volunteer Enterprise Advisers from local businesses across Norfolk and Suffolk is supporting schools with delivering inspiring careers strategies. New Anglia Local Enterprise Partnership (LEP) aims to have an adviser in every education establishment in Norfolk and Suffolk by 2020.

New Anglia Skills Deals Programme – a programme of projects across Norfolk and Suffolk, involving many of the area's employers working alongside local providers to find new ways of meeting skills requirements. This includes the new employer-led skills centre at the East Coast College Great Yarmouth campus supported by almost £500K of Skills Deal funding. The centre is designed to train

the next generation of offshore energy sector workers in Norfolk and Suffolk with developers, operators and supply chain companies supporting the cost of training and more than £500K worth of equipment, including wind turbine generators and blades, donated by businesses.

Norwich Inclusive Economy Project UEA is working in collaboration with Norwich City Council to deliver the Norwich Inclusive Economy Commission project which is exploring the economic issues that the city is facing, the impact of potential future trends, and how the Council might intervene in the economy in new ways in the future. The project seeks to provide new insights into the local economy by moving beyond conventional economic indicators. It will explore the different forms of economic inclusion and exclusion that exist, as well as often ignored 'hidden' economies.

Award winning Creative Computing Club- Matthew Applegate, founder of Creative Computing Club, which operates in Ipswich and across Suffolk, won the 2019 BAFTA Young Game Designers Mentor Award. Matthew set up the Creative Computing Club in 2012 and it now works with more than 300 young people every week across Suffolk helping them to engage in technology-based sessions. The club offers short courses on everything from robotics to artificial intelligence to game design. Matthew also works with nine Suffolk schools to help young people learn about creating games.

Infrastructure

Enabling productivity gains and clean growth through the delivery of integrated infrastructure to create places that people want to live and work.

Improvements in infrastructure help to drive business growth and productivity, provide confidence to investors and help support the sharing of innovative thinking. Infrastructure also connects people to a wider breadth of employment and skills development opportunities and offers the potential for a significant shift towards a net zero carbon future. It is the essential underpinning of our lives and work¹³. Places and communities are interconnected, depend on transport links and draw on many of the same labour market and supply chains.

Transport connectivity

Norfolk and Suffolk is strongly connected with the rest of the world and core to the UK's freight and logistics system through the Felixstowe to Nuneaton rail freight corridor and A14. The area is well served by ports (Felixstowe, Ipswich, Great Yarmouth, Lowestoft and King's Lynn) and airports (Norwich and Stansted) and connectivity to each of these key hubs is critical to ensure their ongoing success to UK plc. The area benefits from important links to London and Cambridge with recent investments in both the road and rail networks making journey times quicker with greater seating capacity as well as boasting the UK's most modern fleet of rolling stock.

Committed improvements to date through the Roads Investment Strategy will deliver significant benefits, but additional investment on the A14, A47, A11 and A12 could further drive growth opportunities for Norfolk and Suffolk^{14 15}.

¹³ <https://www.gov.uk/government/publications/industrial-strategy-the-foundations/industrial-strategy-the-5-foundations#infrastructure>

¹⁴ Britain's Premier Trade Route, Suffolk Chamber of Commerce, 2019

Improving accessibility between our economic centres is essential to the realisation of our future aspirations. It will provide better access to jobs, education and healthcare, encourages the clustering benefits of development and services and attracts inward investment.

The electrification of transport, including last mile connectivity, and wider innovation in engineering, technology and business models are critical to meeting the ambitions set out in the future of mobility grand challenge and supporting the government's ambition for all new cars to be electric by 2040. Almost 40per cent of all carbon dioxide emissions in Norfolk and Suffolk come from transport¹⁶.

Pursuing opportunities for modal shift and active travel, broader network efficiency and flexibility as well as reducing the need to travel through initiatives such as improved digital connectivity, will be critical in delivering clean growth across Norfolk and Suffolk.

Digital connectivity

The Better Broadband for Norfolk and Suffolk programmes¹⁷ have made a significant impact on digital connectivity with 92per cent of Norfolk and 94per cent of Suffolk properties having access to superfast broadband.

Although higher than the national average, take up of superfast broadband is 67per cent with levels relatively high in rural areas, there is still work to be done to improve take up, applying readily available technology and connecting the rural communities and businesses that are still unable to access superfast broadband.

We will work with Government to fulfil its pledge to bring ultrafast broadband to all homes and businesses by 2025.

Housing and Commercial Space

Housing affordability is diverse across Norfolk and Suffolk. Median house prices of £225,000 are similar to the UK, £228,500. However, this is about 8.7 times higher than earnings making them less affordable than the UK, 7.8. House prices vary throughout the two counties with higher prices in parts of Suffolk and the north Norfolk coastline. Like most places across the UK, delivering against ambitious targets to build new homes has been challenging. However, Local Plan allocations and permissions data do indicate that there will be a substantial upswing in housing completions to 2021.

Norfolk and Suffolk has a dynamic commercial property market, with pockets of relatively low value properties close to the major growth opportunities. Although existing commercial development site allocation is on trend to meet projected demand, many of these sites need further infrastructure to open up the site for development, which is difficult to forward fund. Local partners are committed to building the right housing and commercial space where it is needed with quality design and integrate infrastructure to build sustainable communities and places people want to live, work and can thrive.

Energy

Norfolk and Suffolk's all-energy production is a significant asset to UK plc. but there are clear

¹⁵ Investing in East-West Success, A47 Alliance 2019

¹⁶ Climate Change Adaptation and Carbon Reduction Action Plan Scoping Report, UEA, 2019

¹⁷ Better Broadband for [Norfolk](#) and [Suffolk](#)

challenges ahead when it comes to the electrification of transport and heat and the move towards a more digital society.

Although domestic and commercial energy consumption across the two counties is decreasing, the number of customers and meters are rising. Grid and substation constraints across the two counties are a challenge to growth in many locations.

Norfolk and Suffolk is working through the BEIS supported Greater South East Energy Hub to help provide support in thinking innovatively about local and sustainable energy solutions. The Local Energy East strategy¹⁸, developed in partnership with neighbouring LEPs, sets out collective local energy ambitions to 2030 and are underpinned by a range of activities which are being take forward.

The decarbonisation of heat offers significant opportunity for the infrastructure around Bacton gas terminal from the introduction of hydrogen.

In 'off-gas' areas across Norfolk and Suffolk, the key priority will be providing future low carbon options other than hydrogen.

Water

Norfolk and Suffolk is amongst the driest areas in the UK with low rainfall but, is also at high risk of flooding due to the combination of low lying land and its 140 mile long coastline. With increasing pressures on energy and water through growth and climate change, the area must consider how it manages energy and water demand. In particular it must consider the impact of climate change for the most vulnerable infrastructure, communities and sectors.

Together local partners will:

Deliver an integrated approach to infrastructure and inter-regional connectivity to maximise clean growth impacts locally and for UK plc by:

- Delivering integrated transport priorities, that reduce the need to travel and encourage modal shift as well as support a growing and thriving economy including:
 - Taking an active role in Transport East, the sub-national transport forum for the East of England.
 - Continue to work with Network Rail and other partners, such as the Cambridgeshire and Peterborough Combined Authority, to deliver the improvements at Ely, Haughley and Trowse rail junctions.
 - Promoting the eastern section of the East-West rail project.
 - Develop options for integrated ticketing and pioneer the sharing economy alongside other initiatives to encourage modal shift and network efficiency.
 - Develop an Electric Vehicle plan which covers take up, the necessary supporting infrastructure, electrification of freight and sets out the support needed for demand-led EV roll out.
 - Work with the Connected Places Catapult to maximise future of mobility opportunities locally.
- Delivering the right mix of sustainable, energy efficient, intelligent homes, commercial space and communities that are fit for the future including:

¹⁸ <https://newanglia.co.uk/wp-content/uploads/2019/03/LEE-Strategy-LOW-RES.pdf>

- Enhancing digital infrastructure both fixed and mobile through delivering initiatives such as the Norfolk & Suffolk Innovation Network.
- Working with Homes England and the construction industry to explore and implement innovative approaches to building homes.
- Encouraging new housing entrants into the market to improve diversification, driving innovative and sustainable delivery.
- Identify and address specific pockets of under supply of suitable commercial space to accommodate business growth.
- Take an active role in Water Resource East to develop a single multi-sector regional approach to water resources.
- Working with local communities to promote and support them to access the Defra's Rural Community Energy Fund.
- Developing exemplar low carbon energy generation, networks and storage which benefit local businesses and communities including:
 - Increasing the number, quality and scale of local energy projects delivered working with the Greater South East Energy Hub.
 - Next generation technologies focussed on reducing demand and carbon emissions including generation of hydrogen from hydrolysis to produce clean fuel; carbon capture storage; and a new resilient, flexible transmission network.
 - Developing a local energy investment prospectus to demonstrate opportunities for innovative funding and delivery methods.
 - Actively working with UKPN to address grid constraint for existing and new demand and generation, moving away from the business as usual connection model to managing demand, using smart technologies, developing local power storage and generation to alleviate network constraint on the distribution network to the benefit of growth and future housing.

Government is working in partnership with Norfolk and Suffolk to support the delivery of this foundation through:

- Local Full Fibre Network fund with Norfolk and Suffolk receiving £8m and £5.9m respectively.
- Transforming Cities fund with Norwich already securing £6.1m of government.
- Future high streets fund with Great Yarmouth and Kings Lynn securing £150,000 each to develop plans to revive their highstreets.
- Allocating funding for the Third River Crossing in Great Yarmouth (£98m) and the Lake Lothing Crossing in Lowestoft (£73.4m) for which both schemes are currently progressing through the planning system.

Case Studies

West Suffolk Solar - Toggam Solar Farm, near Lakenheath is one of the largest local authority owned solar farms in the UK and has generated more than £1.5m of income in its third year. West Suffolk Council owns the 12.4MW solar farm in Lakenheath and the income generated is helping to fund council services for residents and businesses, while also making a significant carbon reduction. The council has over 60 roof mounted solar PV installations on its main buildings and leisure centres and through its "Solar for Business" programme - supporting local businesses in reducing energy costs and carbon emissions - a total of 1,289,844kWh of electricity

has been generated and saved 396 tCO₂e - equivalent to taking 147 cars off the road.

Equipmake – an innovative company based at Hethel Engineering Centre near Norwich is amongst those leading the way in electric vehicle (EV) technology. Not only a leader in ultra-high-performance electric motors, it also specialises in complete EV drivetrains and ultra-fast power electronic systems. Experienced at collaborative R&D projects, Equipmake has developed a range of products including the High-Performance Carbon Reduction (HIPERCAR) performance range-extended electric sports car, co-developed with Ariel and Delta Motorsport. Equipmake is due to move to a new facility near Snetterton motor racing circuit this year and aims to begin commercial-scale production there in 2020.

Norfolk and Suffolk Innovation Network - The project will deliver the largest free public sector Long Range Wide Area Network in the UK enabling all organisations and the public to explore, trial and implement Internet of Things technology across Norfolk and Suffolk. This infrastructure will provide the foundation for a whole ecosystem to help transform the local economy, engaging the creation of new innovative businesses; educating school children and students about the technology and increasing interest in coding careers; enabling alternative solutions where mobile phone networks are inadequate; and allowing for entrepreneurs to trial and demonstrate their ideas.

Business Environment

Creating more high growth businesses, increasing entrepreneurship and helping businesses take the decisions they need to be agile, productive and responsive.

Business base

Norfolk and Suffolk has a strong business environment and is a great place to build and grow a business, with stable and resilient firms, strong levels of business support and good business survival rates.

There is a large and diverse business population of 62,750 independent enterprises growing by 13.9per cent since 2013, which is below the UK average of 23.2per cent.

SMEs account for 99.7per cent of businesses, which is in line with the UK average. Despite accounting for the overwhelming majority of businesses, micro-firms (0-9 employees 88per cent) represent only 19per cent of turnover and 30per cent of all employees. In contrast, large businesses (250+ employees) account for about half of all employment and turnover.

The area has a business birth rate of 11.1per cent, which is lower than for the UK, 13.1per cent. However, businesses that start here, stay here with good business survival rates – almost 47 per cent of firms are still in business five years after starting up, which is higher than the UK average of 43per cent.

High-growth firms form and flourish here, with 43per cent growth since 2012 significantly out-pacing both the eastern region, 23per cent, and the UK 12per cent. Ipswich and Norwich are in the top 10 fastest growing cities in the UK with vibrant, diverse economies.

Opportunity for businesses to export and secure inward investment

Norfolk and Suffolk is home to internationally facing businesses which export £2.9bn of goods, over 55per cent to the EU, and £2.4bn of services. With the current level of exports

lower than comparator areas, there is an opportunity to encourage a wider cross-section of businesses to engage in exporting.

Supporting businesses to grow and scale up

There is an extensive network of business advice services across Norfolk and Suffolk, centred around the New Anglia Growth Hub, the single point of access for all business support.

The wider business support network includes start up agencies MENTA and NWES as well as business intermediaries such as the Chamber of Commerce, the Federation of Small Businesses, the Confederation of British Industry and the Institute of Directors, National Farmers Union, Country and Land Association and strong levels of support from the financial and professional services sectors.

The Space to Innovate Enterprise Zone comprises 10 sites across Norfolk and Suffolk, with each site focusing on the areas' key innovation sectors and supply chains where it has specialist expertise and knowledge.

The voluntary, community and social enterprise sector has an important role in Norfolk and Suffolk in encouraging and supporting enterprise and business growth, particularly in hard to reach communities.

Together local partners will:

Increase the number of businesses growing, scaling up, and the number of new high growth potential businesses; and raise sustainability, productivity and wages amongst the wider business base. Supporting businesses to expand market access and attract inward investment by:

- Providing industry leadership that drives actions and takes advantage of the opportunities that exist within and across clean energy, agri-food and information and communications technology and digital creative including:
 - Building on the recent launch of the All-Energy Industry Council, establishing an Agri-Food Industry Council and Digital Tech Council.
 - Working with the Department for International Trade to promote High Potential Opportunities to foreign investors.
- Sharpening the high-quality business support offer to ensure it meets the changing needs of businesses adapting to new ways of working and new technology, including:
 - Ensure that hard to reach rural businesses have access to funding through the DRIVE Programme, providing small grants to rural SMEs.
 - Expanding business-led initiatives to boost productivity and technology adoption such as Be the Business for the visitor economy.
 - Delivering an integrated inward investment and business location offer.
 - Expanding Invest East, a free "investor led" programme that supports businesses to understand and prepare to raise equity and other forms of finance.
 - Expanding funding and support for spinouts, widening accessibility and building on initiatives such as university enterprise funds.
 - A mentoring support scheme, supported by local large businesses, which will further enhance the New Anglia Scale Up programme.

- Enhanced targeted support for high potential businesses, including supply chain support programmes, with peer-to-peer and collaborative support for businesses.
- Enhancing support for SMEs and start-ups in the digital and creative sector including co-working space.
- Targeted export support for firms working with the Department for International Trade and those below the threshold.
- Delivering supply chain programmes that support local SMEs and the wider business base through initiatives such as:
 - Increasing UK content in the offshore wind supply chain working with developers and local businesses to make best use of the Offshore Wind Growth Partnership.
 - Delivering local supply chain opportunities linked to Sizewell C work packages for businesses to bid in for and access.

Government is working in partnership with Norfolk and Suffolk to support the delivery of this foundation by:

- Investing £290m Local Growth Fund to the area which has delivered, for example;
 - the Eastern Agri-Tech Growth Initiative which is supporting the development of new and innovate ideas within this growing sector.
 - £31.8m of Growing Places Funding providing loan-funding to help kick-start and support development projects.
 - £2m to New Anglia Capital to support to stimulate entrepreneurship and support job creation in early-stage businesses with high-potential
 - £25m to Growing Business Fund to support local businesses which want to grow and create new jobs.
- Continuing to support the New Anglia’s Growth Hub to provide a gateway to high quality business support across the county, as well as targeted support to businesses with high growth potential.
- Supporting the development of the Enterprise Zone.

Case Studies

New Anglia Business Growth Programme – providing £47m worth of business support across Norfolk and Suffolk between April 2013 and March 2022, including:

- New Anglia Growth Hub
- Small Grant Scheme (£1k-25k)
- Growing Business Fund (£25k-500k)
- Support for start-ups

Business Energy Efficiency Anglia has offered free energy efficiency advice and grants to over 800 SMEs across Norfolk and Suffolk. Since 2016, BEE Anglia has awarded over £1m to 160 organisations¹⁹, supporting a wide range of projects, and helping businesses of all sectors to cut their energy costs and carbon footprint.

Local Productivity Club, King’s Lynn - Free training and support is being offered to SMEs in West Norfolk through a new productivity club launched thanks to a grant of nearly £60K

¹⁹ <http://www.beeanglia.org/news-and-events/small-grant-pot-launched/>

from Innovate UK, the government's innovation agency. The successful bid for funding was made through a collaboration between Anglia Business Growth Consultants Limited, the College of West Anglia and West Norfolk Council and the project aims to demonstrate that forming a group of small, low productivity companies from the same local area, together with support, can deliver significant productivity gains within four months.

Places

Transforming the Norfolk and Suffolk economy into one of the best places in the world to live, learn, work and succeed in business.

Norfolk and Suffolk is an outstanding place to live and do business. 140 miles of coastline, three Areas of Outstanding Natural Beauty – the Norfolk Coast and the Suffolk Coast and Heaths; Dedham Vale/Stour Valley; and the Broads National Park - and a diversity of landscapes, internationally important wildlife reserves and historic sites.

The main urban centres of Ipswich and Norwich are dynamic fast-growing centres with a rich cultural offer and core to future economy growth. Both are well connected to London, and are nationally significant centres of ICT, energy, business services and creative businesses.

The Norfolk and Suffolk Economic Strategy sets out major growth locations and growth corridors in more detail, underpinned with a robust evidence base. Detailed understanding of what is needed to continue to drive and unlock each location is set out in local economic strategies and plans. This Local Industrial Strategy shows how the major opportunities identified locally can benefit the different parts of Norfolk and Suffolk.

Norfolk and Suffolk will build on the place-focused approach to improving access to skills and employment agreed in its Economic Strategy, recognising the different requirements of its towns, urban, coastal and rural areas, connecting pockets of deprivation which exist alongside the largest future opportunities.

The two counties will look to capitalise on the potential economic opportunity afforded to the eastern section of the Oxford - Cambridge arc through links with East West Rail Furthermore, the Cambridge-Norwich Tech Corridor comprises the UK's most established tech cluster in Cambridge and clusters of business and research excellence across advanced manufacturing, engineering, agri-tech, life sciences, robotics and digital creative towards Norwich. It contains over 12,000 knowledge intensive businesses and is well placed to develop synergies with businesses in both Cambridge and Norwich. The tech corridor is seeking to attract investment in these areas.

The culture sector ensures that places are distinctive, with rich history, sense of purpose and identity, attracting new businesses and investment. 'Place' nurtures and supports thriving economies, that are creative, tolerant, enterprising and entrepreneurial. Norfolk and Suffolk's museums, theatres, festivals, concert halls, dance houses and creative spaces play a key role in bringing people together, generating opportunities for community celebration, reflection and learning, whilst also supporting tourism and related small businesses. Truly successful places are always underpinned by a sense of creative vibrancy, a manifestly strong quality of life, and a clear sense of cultural identity.

Clean Energy

There is notable clustering of the energy sector along the coast in Suffolk (particularly around the nuclear cluster servicing Sizewell), Great Yarmouth and Lowestoft (servicing the offshore wind and oil and gas industry) and North Norfolk (around Bacton gas terminal).

Beyond the all-energy coast, the sector also has a visible representation in Ipswich and Greater Norwich – servicing the respective clusters in nuclear and offshore – as well as King’s Lynn and West Norfolk, alongside parts of mid and west Suffolk

The Great Yarmouth and Lowestoft Enterprise Zone comprises of six sites across the coastal towns, supporting the clustering of energy businesses and creation of high-skilled jobs. The zone has the potential to create 18,500 new jobs over the next 25 years.

The ports of Great Yarmouth and Lowestoft are strategic centres for the offshore wind sector. Significant investment has been made in port infrastructure to support pre-assembly, construction, installation and operations and maintenance, with land available for further expansion.

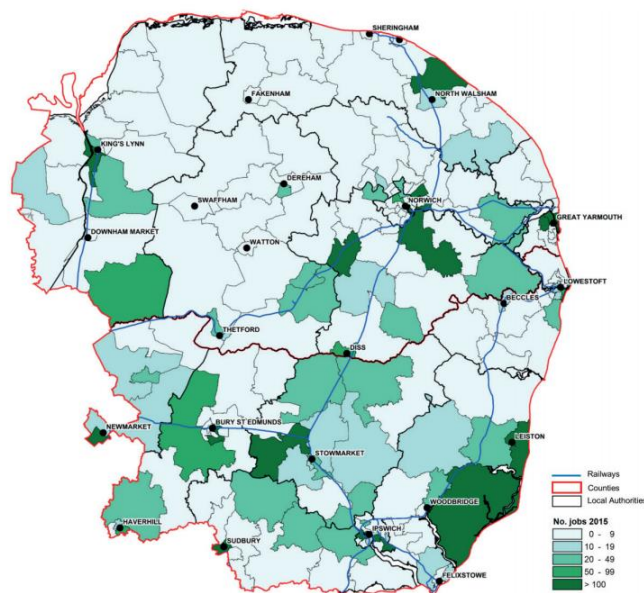
Norfolk and Suffolk has the closest ports to the four high-growth export markets of Belgium, Denmark, Germany and the Netherlands.²⁰ Beyond Europe Norfolk and Suffolk companies are already exporting their expertise to Asia, North and South America and the Middle East, with the potential to increase this further.

Norfolk and Suffolk is the leading area nationally for animal waste biomass installations with a third of the national capacity in two large plants at Thetford and Eye power stations.

Suffolk is home to three nuclear power stations at the different stages - Sizewell A is in decommissioning; EDF’s Sizewell B is the UK’s only pressurised water reactor in operation; and the Sizewell C nuclear new build project will be submitted for development consent in 2020.

Agri-Food

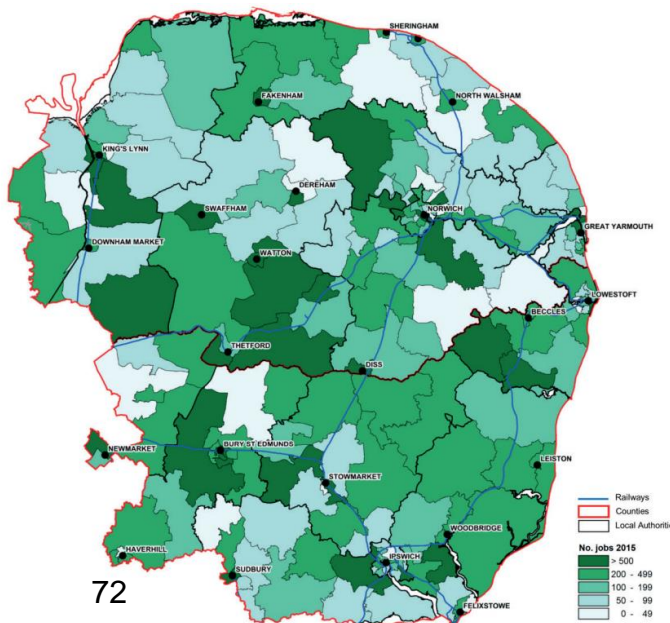
Agri-food is significant in almost every part of Norfolk and Suffolk. Despite an evident and valued presence in rural



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Figure 10.7 – Energy sector clusters in Norfolk and Suffolk, 2015

²⁰ 4C Offshore – East of England: Enabling Offs



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Figure 11.3 – Advanced agriculture, food and drink sector clusters in Norfolk and Suffolk, 2015

and semi-rural areas, the sector also has notable concentrations in and around urban areas, particularly market towns, such as Bury St Edmunds, Stowmarket, Thetford, Sudbury, King's Lynn and Diss.

Growth corridors are also evident, reflecting their role in food and drink production. The Stowmarket, Orwell and Greater Norwich food and drink clusters are particularly evident, which in part contributed to these areas being amongst the first three Food Enterprise Zones (FEZ) in the country.

- The renowned Suffolk Food Hall and Jimmy's Farm outside Ipswich,
- Stowmarket Gateway 14 site – which has ambitious plans to produce its own heat and power through a dedicated heat network and on-site power production and capture.
- the Food Enterprise Park in Norwich, where an innovative mustard and mint milling facility, Condimentum, is currently being built.

Norfolk and Suffolk's ports also play a key role in the import and export of agricultural products and food, whether the UK's leading grain port at Ipswich, the UK's biggest container port at Felixstowe, or King's Lynn port which specialises in handling agribulks and aggregates.

ICT and Digital Creative

Spatially, ICT and digital businesses are dispersed across Norfolk and Suffolk, though most densely concentrated in urban areas. Recognised in the Tech Nation Report as nationally significant tech clusters, Ipswich and Norwich have a growing tech community and innovative start-up scene.

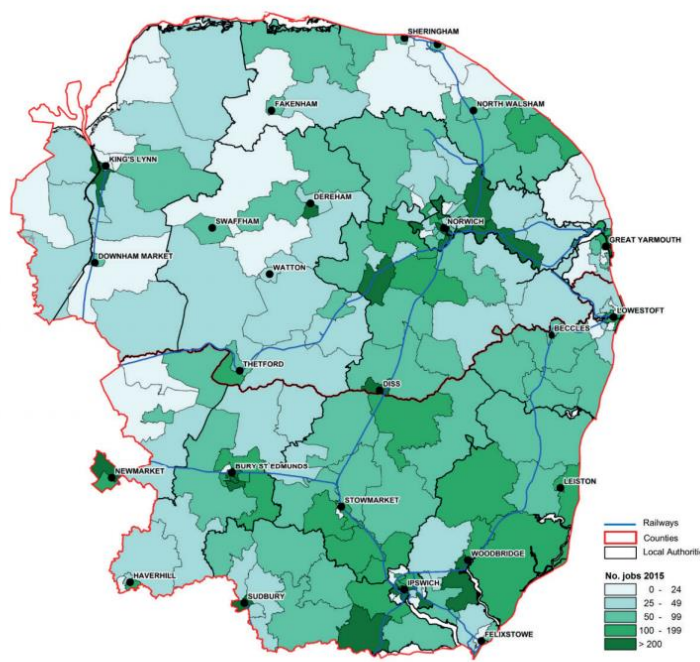
Norwich has specialisms in tech and digital creative and Ipswich in ICT and tech-related research and consultancy.

In the west of the two counties, particularly in Newmarket, Bury St Edmunds and King's Lynn, there are also notable concentrations of digital tech businesses, many exploiting the advantageous proximity to the Cambridge cluster.

Stowmarket and Diss, both on the mainline to London and within an hour of the city, have a noticeable clustering of activity.

Together we will:

- Communicate a clear, ambitious offer to the world central to attracting the people, investors and businesses of the future.
- Accelerate investment on the Enterprise Zones to help drive economic growth.



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Figure 11.1 – ICT, tech and digital creative sector clusters in Norfolk and Suffolk, 2015

- Work with Anglian Water and other partners to establish Natural Capital East to protect and enhance the natural resource base, while increasing productivity and adding value with targeted investment.
- Develop a collaborative maritime cluster with the view of having a stronger Coastal Powerhouse narrative with Government, ensuring that the opportunities of Maritime 2050 are maximised for the Norfolk and Suffolk area.
- Develop a shared investment prospectus with Arts Council and National Lottery Heritage, ensuring that cultural infrastructure is maintained and developed, including specific new development in market towns and places where there is significant new housing.

Making it Happen - Collaboration, Implementation and Evaluation

Norfolk and Suffolk partners know that the economy is most successful when they work together for the benefit of the people who live, learn and work here.

This Local Industrial Strategy will not be delivered by one partner alone or by one strand of investment or actions. It is the next stage in the evolution and implementation of the [Norfolk and Suffolk Economic Strategy](#).

Local partners have a strong track record of delivery. Businesses, New Anglia LEP, local authorities, third sector organisations, colleges and universities collaborate to deliver shared ambitions rather than focusing on organisational, sectoral or geographic boundaries. Local partners have come together to agree this strategy and are all committed to aligning relevant actions and investment to the agreed priorities.

A number of tools and systems have been put in place to support this way of working:

- **Shared evidence base** which continues to evolve and stay live, providing partners with a reliable and consistent source of quantitative and qualitative evidence to inform action and investment decisions.
- **Delivery and Investment plans** which sets out how projects and priorities will be delivered and funded, their outcomes and how partners will be mobilised to achieve them.
- **A common investment prioritisation framework**, which is used to assess projects, providing transparency and ensures that all investment is focused on projects that delivers maximum impact and value for money.
- **A shared inclusive growth toolkit** which provides assurance that projects are also judged consistently by their capacity to deliver positive impacts for local residents.
- **An annual stock-take of progress**, which will review progress and identify where changes are needed to reflect new economic or policy circumstances.
- **An evaluation programme** which sets out the approach to evaluating actions and projects.

This Local Industrial Strategy does not include any new spending commitments outside of existing budgets. Instead, it will inform the strategic use of local funding streams and, where relevant, spending and decisions at the national level. It will also help Norfolk and Suffolk decide on its approach to maximising the long-term impact of the new UK Shared Prosperity Fund once its details and priorities are announced in the Spending Review.

To demonstrate progress towards the long-term vision set out by this Local Industrial Strategy, the Strategy contains a number of specific actions. Where these actions are locally led, these will be drawn from local budgets which exist for those purposes; where actions are shared between Norfolk

and Suffolk and government, they will be funded from existing local and departmental budgets, with funding allocated for those specific purposes.

This Strategy does not represent all the priorities and action being developed in Norfolk and Suffolk. As detailed in this Strategy, Norfolk and Suffolk will regularly review the latest evidence to continue designing the most effective approaches and interventions to be at the forefront of the future UK economy. This Strategy sets out long term ambitions and will continue to evolve as the economy changes.

Norfolk and Suffolk local partners are committed to working with government to build more relationships and successful collaborations to create productive growth, enterprise and jobs that benefit all communities across the two counties.

Sector Deals (This chapter will be presented as an infographic with images)

Life Sciences: Norwich Research Park is a world-leading research base, at the forefront of global food and health research. The Quadram Institute is supporting the Sector Deal's delivery through its research creating new interfaces between food science, gut biology, human health and disease. Its clinical research facility is home to a host of research initiatives to aid the development of new treatments and improve patient care.

Automotive: Lotus recently announced the first British all-electric hypercar (Lotus Evija) will be manufactured in Hethel, Norfolk marking the start of c.£100m of investment for R&D and manufacturing. To further support the Sector Deal's delivery, Stowmarket-based EO Charging, Suffolk County Council and Bulb launched the UK's first fully open electric vehicle charging network and plans to expand across the UK and international markets are well underway.

Creative Industries: The New Anglia Creative Industries Group published a sector skills plan in February 2019 focusing on improving local career pathways, smoothing transitions to work and lifelong learning of cutting-edge local businesses and employees. Norwich University of the Arts is ranked in the world's top ten courses for game development, providing the supply and diversity of skills and talent.

Artificial Intelligence (AI): BT's global R&D headquarters at Adastral Park, Suffolk is the UK's leading patent filer for AI technologies. BT is driving AI into the global telecommunications infrastructure through the national future networks research centre and working with academia to deliver a highly skilled workforce through initiatives such as the Tommy Flowers Institute, and its new partnership with the University of Suffolk at Adastral Park.

Nuclear: Norfolk and Suffolk is using its expertise across the nuclear fuel lifecycle to reduce costs of decommissioning and the proposed costs for Sizewell C. New Anglia LEP is working closely with EDF, Nuclear AMRC and fellow nuclear clusters to submit a business case for the supply chain and productivity improvement programme. Local partners are delivering the Energy Sector Skills Plan across all forms of energy.

Construction: The Building Growth Group brings together a wide range of committed businesses and organisations to drive the delivery of sustainable economic growth in the sector, collaborate and support innovation and deliver the Construction Sector Skills Plan, working with other relevant sector groups to support a highly skilled workforce.

Aerospace: The International Aviation Academy – Norwich is supporting the provision of a highly skilled workforce and enhancing the partnership between industry, education providers and key local partners. It is addressing skills shortages across all areas of aviation in the UK and its flagship Professional Aircraft Engineering Practice degree course, validated by UEA and KLM UK Engineering, has continued to grow and built strong ties with airlines and operators providing a path to employment.

Rail: The passenger experience is being improved in Norfolk and Suffolk as a result of the significant investment awarded through the complete replacement of the region's train fleet and the introduction of faster services, as part of the £1.5bn investment made by Greater Anglia, and the £2.2bn investment awarded to Network Rail to operate, maintain and renew existing rail infrastructure.

Offshore Wind (launched in Great Yarmouth and Lowestoft): Roughly half of the Sector Deal's 30GW by 2030 ambition will be delivered off the coast of Norfolk and Suffolk, with 14.5GW in the existing pipeline. Local partners are working to support the supply chain, deliver the Sector Skills Plan to realise the forecasted 600per cent growth in well paid skilled work (6,150 FTEs) and meet the projected operations and maintenance opportunity worth £1.3bn per annum by 2025 in the East of England.

Tourism: Visit East of England delivers the visitor economy sector skills plan for Norfolk and Suffolk with the ambition to boost apprenticeships, grow overall value and productivity of the sector and encourage job creation and increase skills levels, salaries and career potential. Given its importance to the local economy, Norfolk and Suffolk will bid to become a pilot Tourism Zone.

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