

Cabinet

Agenda

Date

Monday 28 October 2019

Members of the Cabinet

Mr S A Vincent
Chairman (Leader) Policy

Mrs T M Mancini-Boyle
(Deputy Leader) Finance

Portfolio holders

Mrs J K Copplestone Economic Development

Mr J J Emsell Transformation and
Organisational Development

Mrs L H Hemsall Planning

Mrs J Leggett Environmental Excellence

Mr F Whymark Housing and Wellbeing

Time

6.00 pm

Place

Council Chamber
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

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If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Director / Assistant Director



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The Openness of Local Government Bodies Regulations 2014

Under the above Regulations, any person may take photographs, film and audio-record the proceedings and report on all public meetings. If you do not wish to be filmed / recorded, please notify an officer prior to the start of the meeting. The Council has a protocol, a copy of which will be displayed outside of each meeting room and is available on request.

**The Chairman will ask if anyone wishes to
film / record this meeting**

	A G E N D A	Page No
1	<u>To receive declarations of interest under Procedural Rule no 8</u>	4 – 5
2	Apologies for absence	
3	<u>Minutes of meeting held on 3 September 2019</u>	6 – 12
4	Matters arising therefrom (if any)	
5	Public Speaking To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda. In accordance with the Constitution a period of 3 minutes is allowed per member of the public.	
6	Representations from Non-Cabinet Members To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting. In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.	
7	<u>Overview and Scrutiny Committee</u> To receive the Minutes of the meeting held on 8 October 2019. The Cabinet will also be advised of views expressed by the Committee at its meeting on 22 October 2019 in relation to items on this Agenda.	13 – 21
8	<u>Environmental Excellence Panel</u> To receive the Minutes of the meeting held on 12 September 2019.	22 – 25
9	<u>Wellbeing Panel</u> To receive the Minutes of the meeting held on 7 October 2019.	26 – 28
10	<u>Environmental Action Plan and Policy Statement</u> To receive a report proposing the adoption of the Plan and Policy Statement.	29 – 36

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| 11 | <u>Norfolk and Suffolk Local Industrial Strategy</u> | 37 – 89 |
| | To receive a report requesting endorsement of the draft Strategy. | |
| 12 | <u>Council Tax Good Practice Protocol</u> | 90 – 102 |
| | To receive a report proposing the adoption of the Protocol. | |
| 13 | <u>Draft Commercialisation Strategy</u> | 103 – 111 |
| | This report was endorsed and recommended to Cabinet for approval by the Audit Committee at the meeting held on 10 October 2019. | |
| | Cabinet is requested recommended the Strategy to Council for adoption. | |
| 14 | Exclusion of Press and Public | |
| | The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them. | |
| 15 | <u>Extension of Waste Collection and Street Cleansing Contracts</u> | 112 – 114 |
| | To receive a report seeking an extension to the contracts. | |

Trevor Holden
Managing Director

DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. Affect yours, or your spouse / partner's financial position?
2. Relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

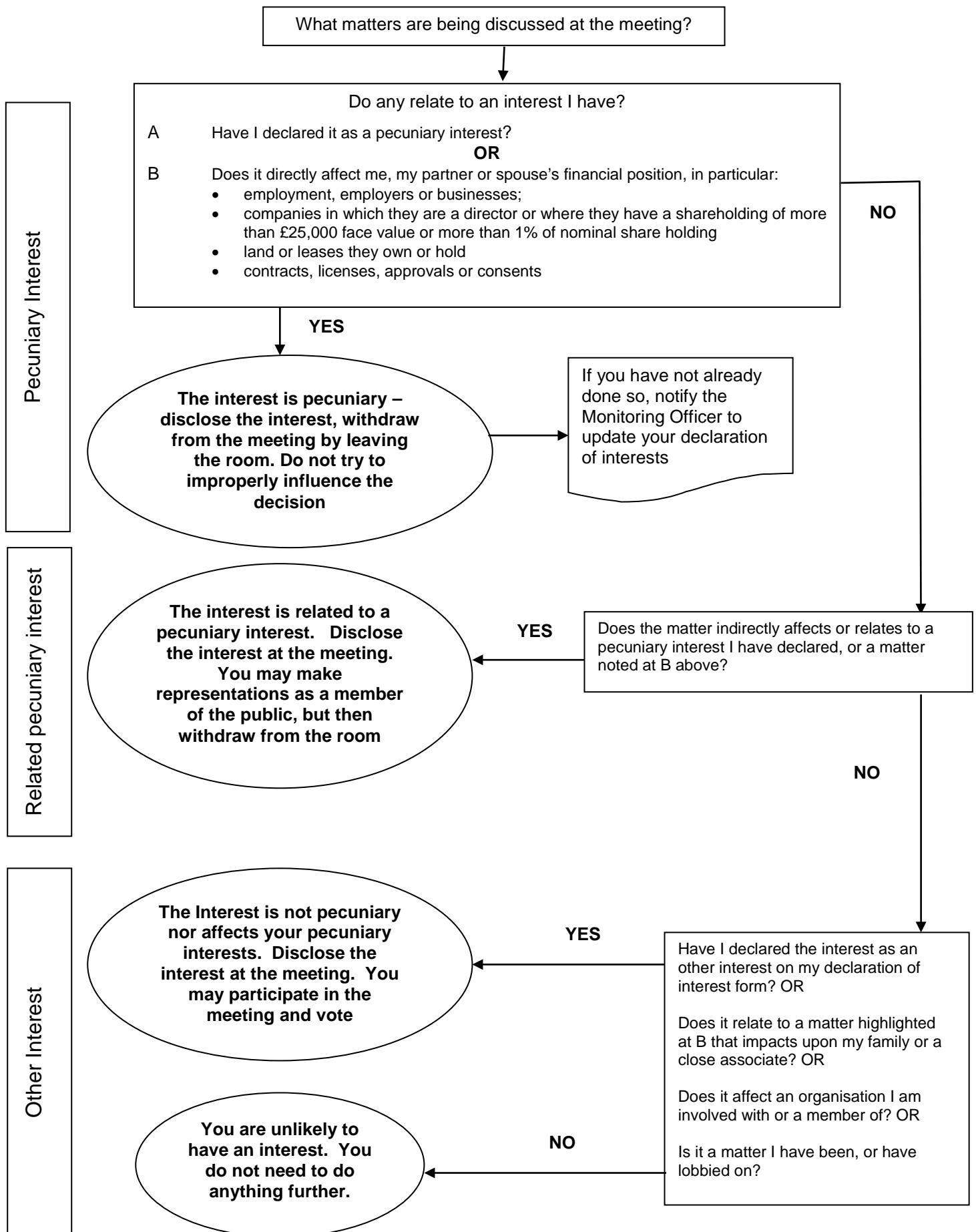
Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF

PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 3 September 2019** at **6.00pm** when there were present:

Mr S A Vincent – Policy (Chairman)

Portfolio holders:

Mrs J K Copplestone	Economic Development
Mr J J Emsell	Transformation and Organisational Development
Mrs L H Hemsall	Planning
Mrs T M Mancini-Boyle	Finance
Mr F Whymark	Housing and Wellbeing

Mr Adams, Mr Beadle, Mr Murrell, Mr Riley and Mrs Vincent also attended the meeting for its duration.

Also in attendance were the Managing Director, Director of Place, Director of Resources, Director of People and Communities, Chief of Staff, Assistant Director Economic Growth, Assistant Director Governance and Business Support (Monitoring Officer), Evaluation and Data Analyst and the Committee Officer (JO).

32 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Mr Whymark	37 – Joint Inclusive Growth Strategy 38 – Options for Council Owned Land 39 – Norfolk Strategic Planning Framework – June 2019 Update	Non Pecuniary Interest, Member of Norfolk County Council.

33 APOLOGY FOR ABSENCE

An apology for absence was received from Mrs Leggett.

34 MINUTES

The Minutes of the meeting held on 6 August 2019 were confirmed and signed by the Chairman as a correct record.

The Chairman informed the meeting that nominations were now open for the Community at Heart awards, which recognised individuals and groups who were making significant contributions to their communities. He encouraged Members to put forward their nominations before the 6 October 2019 deadline.

35 OVERVIEW AND SCRUTINY COMMITTEE

Cabinet received the Minutes of the meeting of the Overview and Scrutiny Committee held on 13 August 2019.

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 27 August 2019, as each item was considered.

36 ECONOMIC SUCCESS PANEL

Cabinet received the Minutes of the meeting of the Economic Success Panel held on 19 August 2019.

The Portfolio Holder for Economic Development advised the meeting that the Economic Success Panel had considered a report on car parking in Broadland at its meeting on 19 August 2019 and had recommended that a full review of car parking be undertaken across the District. It was also recommended that the Council apply for a grant to extend the Electric Vehicle Charging Point network.

A Member welcomed the review, but expressed concern that any proposals for charging for car parking in Aylsham and Reepham might subsidise parking provision in the rest of the District.

In response, the Portfolio Holder for Economic Development emphasised that the review would cover the whole of the District, not just Aylsham and Reepham. It was also noted that Members would have the opportunity to comment on the review via the Economic Success Panel, as well as the Overview and Scrutiny Committee.

Cabinet agreed to proceed with the car parking review and the application to extend the Electric Vehicle Charging Point network, but it was considered that more information about the Charging Point network was still required, such as the proposed locations of the charging points etc.

RESOLVED

1. initiate a comprehensive review of car parking, in consultation with Town and Parish Councils, which would provide the necessary information to fully develop a Car Parking Management Plan for Cabinet approval, to improve overall space availability and mitigate the financial impact of the Norfolk Parking Partnership; and
2. make an application to the Office for Low Emission Vehicles to take advantage of the grant funding available to extend the Electric Vehicle Charging Point network and set aside a budget of £7,500 for implementation if successful; and
3. that work be undertaken to provide Cabinet with more details about the proposals for the Electric Vehicle Charging Point network.

Reasons for decision

To develop a consistent approach to car parking across the District.

37 JOINT INCLUSIVE GROWTH STRATEGY

The report presented a Strategy Framework that aimed to improve social mobility and inclusive growth in Broadland and South Norfolk, by building the foundations for a strong and prosperous community with a healthy environment, low-crime and good-quality sustainable housing.

Broadland and South Norfolk were the two best performing authorities in Norfolk, when measured against the Social Mobility Index, but both authorities were keen to improve this figure further and the Framework would assist in this aim. The Framework would also clarify how both Councils could ensure that resources were better directed at priority areas for the long term in a co-ordinated approach. The Framework would then feed into a Norfolk-wide Inclusive Growth Coalition.

A joint Inclusive Growth Member workshop had been held on 1 July 2019 to develop the Framework and the policy proposals. The Workshop produced a number of topics for inclusion in the Framework and the following five priority areas were identified:

- Access and Transport
- Business Development and Productivity
- Aspiration and Career Routes

- Supportive Home Environments
- Supporting Low Paid Workers

The Portfolio Holder for Housing and Wellbeing noted the importance of working as part of a Norfolk-wide Inclusive Growth Coalition, especially to improve education, as there was a crucial link between a lack of attainment at school and low social mobility in adulthood.

In response to a query, the Director of People and Communities confirmed that no additional budget was being sought, only agreement of the Framework, which would be used to better focus officer time and existing resource at priority areas and avoid duplication of effort across Broadland and South Norfolk. Any scheme or initiative which would require any further consideration of additional resource would be brought forwards to appropriate decision making forums as required.

The Chairman of the Overview and Scrutiny Committee requested that a tracker be established to monitor how the activities set out in the Framework were performing.

The Chairman also emphasised that care must be taken to ensure that the focus on priorities in Broadland was not lost by working with other local authorities.

In response, Members were reassured that they would be consulted during the future development of the Framework, so would remain informed of activities as they progressed.

In response to a query about the division of resources between the two Councils to implement the Framework, the Managing Director confirmed that the S113 Agreement between Broadland and South Norfolk would ensure that officer resources were allocated fairly and equitably between both authorities.

RECOMMENDED TO COUNCIL

to agree to adopt the Inclusive Growth Framework as a Council Strategy, to allow officers to direct resources and continue to develop action plans, in consultation with respective Portfolio Holders.

Reasons for decision

To encourage and enable inclusive growth within the District.

38 OPTIONS FOR COUNCIL OWNED LAND

The report set out the initial stages of a proposal to enter into a new Partnership Agreement with BVR Ltd to secure investment in the Bure Valley Railway.

The Director of Place advised the meeting that the decision by Cabinet in June 2017 to agree to the conditional transfer of the Bure Valley Railway and Path to the BVR Ltd had been delayed due to a number of factors, including a requirement for an Act of Parliament to make the transfer.

During this delay it has become apparent that a sale of the asset might not be the most suitable approach, not least because the County Council had secured £1.2m of funding from an Interreg Visitor Economy Programme that could be used to deliver green infrastructure improvements at the Bure Valley Railway and Path.

It was, therefore, proposed that a partnership agreement be negotiated by the Director of Place, in consultation with the Leader and Portfolio Holder for Economic Development, which when fully developed would be brought back to Council for final determination.

The Portfolio Holder for Economic Development expressed concern that the report did not clarify who was responsible for the nine miles of fencing alongside the railway and she requested that a programme of works with costings, which should include the bridges, be brought back to Cabinet in two months' time.

She also suggested the following amendments to the proposed Heads of Terms:

- (i) allow BVR Ltd to secure a 'break-even' return on its significant investment into the asset;
- (iii) where appropriate the rental income could be reinvested back into the asset [used for maintenance costs] with BVR Ltd as a preferred contractor.

The Chairman of the Overview and Scrutiny Committee advised the meeting that the Committee had requested that paragraph 5.2 in the report be reference in the recommendation to clarify that any further request for resources would be brought back to Members for determination.

In summing up the Chairman noted that the key recommendation to Council was to retain the asset in the ownership of Broadland. He also raised the possibility of the County Council entering into a partnership arrangement with

the Council and BVR Ltd, having regard to the aspirations and common goals of all three organisations. A comprehensive report setting out the financial implications for retaining the asset was also required, which should also consider a potential rent review.

RECOMMENDED TO COUNCIL

1. Retain the freehold asset of the Bure Valley Railway and Path; and
2. Enter into negotiations to establish a partnership agreement with BVR Ltd and Norfolk County Council, having regard to the aspirations and common goals of all three organisations.

RESOLVED

1. That a comprehensive report be brought to the 26 November 2019 meeting of Cabinet that clearly sets out the costs associated with retaining and maintaining the Bure Valley Railway and Path; and
2. To clarify the position regarding a rent review of the asset.

Reasons for decision

To establish a partnership agreement.

39 NORFOLK STRATEGIC PLANNING FRAMEWORK – JUNE 2019 UPDATE

The report presented an updated Norfolk Strategic Planning Framework. The Framework was not a statutory planning document, but set out a Norfolk-wide foundation for strategic matters to be taken account of in the production of Local Plans, including the emerging Greater Norwich Local Plan.

In response to a query, the Director of Place confirmed that he would forward details of the financial contribution made by the Council towards the maintenance of an up-to-date Norfolk Strategic Planning Framework, to the Portfolio Holder for Planning.

RECOMMENDED TO COUNCIL

1. To be a signatory to the updated Norfolk Strategic Planning Framework (June 2019); and
2. Support the continued work of Members and Officers to ensure that the Norfolk Strategic Planning Framework remains up to date.

Reasons for decision

To meet legislative requirements.

The meeting closed at 7.04 pm

DRAFT

Minutes of a meeting of the **Overview & Scrutiny Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 8 October 2019** at **10.00 am** when there were present:

	Mr S Riley – Chairman	
Mr A D Adams	Ms S J Catchpole	Mr G K Nurden
Mr S C Beadle	Ms N J Harpley	Mrs S M Prutton
Mr N J Brennan	Ms S I Holland	Mr N C Shaw
Mr P E Bulman		

Also in attendance were the Director of Place, Assistant Director of Governance and Business Support (Monitoring Officer), Emergency Planning Manager, Internal Audit Manager, Tourism Officer and the Committee Officer (JO).

Mr Pete Waters, Executive Director of Visit East of England was in attendance for Minute nos: 61 (Tourism in Broadland) and 62 (Tourism Statistics).

59 APOLOGIES FOR ABSENCE

An apology for absence was received from Mr King.

60 MINUTES

The Minutes of the meeting held on 24 September 2019 were confirmed as a correct record and signed by the Chairman.

Minute no. 57 – Collaboration

The Chairman requested that the last two paragraphs of the Minute be amended to the following:

~~Members~~ The Chairman requested that the Managing Director consider the support that the Committee needed, as set out in the Constitution, by providing a part-time Scrutiny Research Officer, as part of the team reviews being undertaken.

The Chairman thanked the Managing Director for providing an update to the Committee.

The Chairman also confirmed that he would be writing a letter in respect of Overview and Scrutiny support to the Managing Director.

The Assistant Director Governance and Business Support (Monitoring Officer) reminded Members that they had until midday on Monday 14 October 2019 to

contribute to the consultation on the staff restructure.

61 TOURISM IN BROADLAND

Mr Pete Waters, the Executive Director of Visit East of England, gave the Committee a presentation on tourism in the district (attached at Appendix 1 to the signed copy of these Minutes).

Members were advised that the Council contributed £7,200 per year to Visit East of England and had a seat on its Marketing Panel, which decided how that money would be spent on promoting tourism in the district.

Visit East of England changed its name from Visit East Anglia and relaunched itself in December 2018, in order to give it a more recognisable profile internationally and to access greater funding nationally.

Norfolk had seen 15 percent cumulative growth in tourism since 2012, which had seen the visitor economy grow to a record £3.38bn. This was significantly more than the visitor economy in Cornwall, despite the much lower tourism profile of the east of England.

Visit East of England represented the Tourism Sector Group at the New Anglia Local Enterprise Partnership and was a private sector led not-for-profit organisation. It had recently launched a new website offering businesses free listings and a low commission rate for bookings of 10 percent compared to around 30 percent charged by online travel agents. The Broads were the top searched destination on the website.

Visit East of England had recently been awarded access to the Government Tourism Sector Deal. Exact details of the Sector Deal were unclear at present, but it would involve the creation of new Tourism Data Hub, which would show the latest trends and spends, to allow businesses to better target overseas visitors. The deal would also support the creation of an additional 10,000 apprenticeships for people building their careers in the tourism and hospitality sectors.

One of the main focuses for Visit East of England was in developing a year-round tourist economy and encouraging day visitors to become stay visitors. Weatherproofing attractions was a major factor in achieving this and providing support and giving businesses the confidence to make such significant financial commitments was part of the challenge facing Visit East of England.

In answer to a query, it was confirmed that although Visit East of England was privately led body it operated in a not-for-profit basis and none of the participating shareholders received preferential treatment.

Members were also advised that non-commercial tourist activities, such as cycling and walking were some of the most popular pages on the website.

The Chairman also noted the growth in green infrastructure in the district that was supporting tourist activities such as the Bure Valley Railway.

62 TOURISM STATISTICS

The Tourism Officer gave a presentation on the latest available tourism statistics for the district (attached at Appendix 2 to the signed copy of these Minutes).

The total number of visitors in 2018 was 2,982,500; an 8.7 percent increase from 2017. The total nights stayed was 850,000; a 7 percent decrease from 2017.

However, the total visitor spend was £146,611,640 a 2.6 percent increase from 2017 and total tourism value was £177,563,640 a 2.5 percent increase from 2017.

63 RESILIENCE UPDATE

The Emergency Planning Manager advised the meeting that there had been no major incidents since he had last given the Committee an update in March 2019. However, since the heavy rain on Sunday he had been working with the Environment Agency to monitor flooded areas and signpost residents to the Lead Local Flood Authority (Norfolk County Council).

Members were advised that the Council no longer gave out sandbags, as they were hard to get to affected areas in time to be effective and were of limited value in preventing water ingress over the longer term.

The Norfolk Resilience Forum had undertaken a risk review of Brexit in September and had categorised it as a medium risk. A flexible approach would be taken, as the exact impact of Brexit was unknown.

Over the winter preparation would continue to be made for responses to emergencies such as tidal surges, severe weather and pandemic flu.

The Emergency Planning Manager advised the meeting that a key part of his role was promoting community resilience and helping parishes to draw up plans to respond to emergencies. He encouraged Members to contact him if they wanted him to assist any communities in their Wards with the preparation of Community Resilience Plans, or if they had examples of good practice that could help create social bonds in communities.

In response to a query, the Emergency Planning Manager informed Members that flooding should be reported Norfolk County Council, but if the situation was severe the emergency services should be contacted by calling 999.

64 ECOCUBE TIME AND TASK PANEL RECOMMENDATION REPORT

The Chairman of the Time and Task Panel informed Members that the Panel was established in August 2018 to investigate the history and disposal of the Rackheath EcoCube.

A recommendation report was prepared in March 2019, but was rejected as he did not consider that it covered the full the breadth of the issues around the disposal.

A second report was drafted by the Internal Audit Manager at the request of the Managing Director and the Assistant Director of Governance and Business Support (Monitoring Officer) following a report in the Eastern Daily Press, which was critical of the Council in respect of the disposal of the EcoCube.

The Chairman of the Time and Task Panel advised the meeting that there were two key aspects to the Portfolio Holder's decision:

- (1) The information was accurate with respect to the lease, in that the Council was giving up the lease, at a residual value of £170,000 being the unexpired lease, therefore on this point he was within his authority.
- (2) However, the information regarding the revaluation of the asset was not contained with the decision notice. Had the information been included it should have referred to the accounting treatment of the asset, which the Council did not own, resulting in an accounting loss of £637,000, due to the need to write off the asset in line with the advice provided at the time.

The consequential effect of giving up the lease was a write off for this amount, which put the decision over the delegated authority limit.

Another aspect of the disposal was that the Council's solicitors, NPLaw were asked to provide advice on whether the surrender agreement produced by the landowner's solicitors was appropriate. A 'Put Option' in the lease, which could have enabled the Council to sell the leasehold property to the landowner for the amount paid minus a deduction of five-years market rent was not highlighted.

The Panel also found that key documentation for how the EcoCube project was established and managed had not been retained by the Council for their

own records. These included: the business case, the structural engineer's report, completion statement, build inspection records and details of any procurement exercises.

Based on these findings the following recommendations were proposed by the Panel:

- (1) Electronic files should be held and managed for existing and future capital projects carried out by the Council for which grant funding has been awarded. Electronic files shall include copies of the original bid, relevant correspondence from the grant body, confirmation of the amounts received, any agreements/stipulations for the management of the project, and details of grant certification work carried out.
- (2) Where professional advice is being sought on applying accounting standards, full disclosure of the relevant facts must be made, and all correspondence should be retained to fully demonstrate the decision made for the accounting treatment applied.
- (3) Reports presented to the Portfolio Holder for approval should include all relevant information to enable a decision to be made. This should include details such as options available to the Council and considered, ownership following investment, projected long term income, accounting treatment and conditions for disposal which would help assess the full range of risks and costs associated with the decision.
- (4) Electronic files are to be retained and centrally managed by teams rather than individuals for all capital projects regardless of the size or nature in a structured format which includes all relevant documentation and correspondence. A control documentation file should include all necessary information such as business case, drawings, plans, planning approval, project plans with budget information, progress reporting, defect information along with all correspondence from the contractor even if the project is managed by a third party.
- (5) A procedure for the disposal of assets should be developed. This procedure must ensure that all relevant departments are consulted to include consideration about potential future value, actual costs, risks, specialist advice, financial impact, negotiations and other options before the decision for disposal is made. The outcome of the assessment must be formally documented and included within the report to support the decision.
- (6) The relevant sections of the Constitution must be outlined in full on PH1 forms to ensure that the approval route is clear and decision makers will know that they are acting within their delegated powers.

- (7) Where legal advice is sought officers are to ensure that the request is sufficiently detailed to allow the solicitors to discharge their duties, and that the process introduced at the Council in April 2019 continues to be followed.
- (8) Where items are transferred from one Council department to another the inventories of both are fully documented and immediately updated and reconciled to reflect unique identifier/serial number and value of each item.

It was proposed and **AGREED** that recommendation 1 be amended to include all capital funded projects, as below.

- (1) Electronic files should be held and managed for existing and future capital projects carried out by the Council for *all capital funded projects*. ~~which grant funding has been awarded.~~ Electronic files shall include copies of the original bid, relevant correspondence from the grant body, confirmation of the amounts received, any agreements/stipulations for the management of the project, and details of grant certification work carried out.

The Internal Audit Manager advised the meeting that her findings had confirmed that the accounting treatment of the EcoCube has been applied in line with the Code for Local Authority Accounting.

A Member expressed surprised that the recommendations needed to be made, as they were self-evident prudent procedures for project management. He added that the report should also have identified who was responsible for these decisions and whether action could be taken against them.

Members were advised that the Portfolio Holder who had taken the decision had declined to speak to the Panel.

A Member suggested that the recommendations should be implemented as a matter of urgency to ensure that similar errors were not repeated with any current disposals of assets, such as the sale of land in Thorpe St Andrew. In response the Director of Place reassured Members that the sale of the land was at a very early stage and was subject to different procedures from the disposal of the lease.

The Assistant Director Governance and Business Support (Monitoring Officer) advised the meeting that she shared Members' concerns and recognised that mechanisms should have been in place to prevent this occurring. However, the decision had now timed out and had not been called in and therefore would stand.

She confirmed that she would be presenting a report at the next meeting of Council which would clarify the Council's contract and financial governance and procedure rules. Procedures had also been put in place since April to ensure that legal instructions were requested through the Governance Team to ensure that they were well thought-out. The Council had a Service Level Agreement with NPLaw that had about five years to run, but she was looking at all options in respect of legal advice for Broadland and South Norfolk going forward.

Members were also advised that any decision made in respect of action taken against individuals or organisations arising from the investigation would be a matter for the Managing Director.

Concerns were expressed by Members about key documentation being lost and who had lost them. However, the Assistant Director Governance and Business Support (Monitoring Officer) confirmed that the loss of the documents could not be substantiated.

The Chairman suggested mistakes were made from the start of the project to the finish. The Council should not have paid for the ten year lease up front and the surrender agreement should have been drafted by the Council's solicitors rather than the landowners.

It was confirmed that the loss to the Council from the lease disposal was £170,000 (the unexpended portion of the lease). The figure of £637,000 was arrived at due to treating the land and building, which the Council did not own, as an asset.

The Chairman suggested that the Committee should approve the recommendations, as amended but it should also consider if a further investigation to establish how this happened and who was responsible for the decisions taken.

The Assistant Director Governance and Business Support (Monitoring Officer) advised the meeting that it was unlikely that any information beyond that which was included in the Internal Audit Manager report would be available for a Time and Task Limited Panel to consider. She added that Members should also be very clear about the Terms of Reference for the new Time and Task Panel.

It was noted that the Panel would be allowed to call in expert witnesses to assist with their investigation.

RECOMMENDED TO CABINET:

to agree the amended recommendations, as set out above.

RESOLVED:

to reconvene the EcoCube Time and Task Limited Panel to further investigate events leading up to the disposal of the EcoCube. The Panel would comprise the following Members: Mr Bulman Ms Catchpole, Mr Nurden, Mr Riley and Mr Shaw.

Mr Riley left the meeting, Mr Adams in the Chair (from 1pm)

65 NORFOLK HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE

Members were provided with an update on the meeting of the Norfolk Health Overview and Scrutiny Committee meeting held on 5 September 2019.

The Committee considered access to palliative and end of life care and discussed protection for paramedics when providing end of life care. The speed of providing certification of death was also considered.

Physical health checks for adults with learning disabilities was also discussed and it was concluded that the service varied in quality across Norfolk.

The Committee was informed that overall ambulance response times were improving.

Members received a briefing on the Norfolk Swift Service, which provided help and support for elderly people who required assistance home, but did not need the emergency services. This service had generated a reduction of 6,000 calls that would have previously required an ambulance.

The next meeting would look at figures for the number of people waiting over six hours in Accident and Emergency departments.

66 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

It was requested that a mobile phone provider be requested to attend the meeting on 28 January 2020 for the Broadband and mobile phone coverage update.

Members were advised that the Apprenticeships Time and Task Panel would be convened following the conclusion of the further investigation by the EcoCube Time and Task Panel.

67 OVERVIEW AND SCRUTINY RECOMMENDATION TRACKER

It was confirmed that the EcoCube Time and Task Panel's recommendations would be placed on the Recommendation Tracker and monitored.

The meeting closed at 1.12 pm

DRAFT

Minutes of a meeting of the **Environmental Excellence Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Thursday 12 September 2019** at **6pm** when there were present:

Mrs J Leggett – Chairman

Mr D J Britcher

Dr K E Lawrence

Mr J M Ward

Mr J F Fisher

Mrs S M Prutton

Mr K S Kelly

Mr S C Walker

Mr Brennan, Mr King and Mr Leggett also attended the meeting for its duration.

Also in attendance were the Director of Place, Environmental Protection Manager (Special Projects), Environmental Management Officer (DBM), Environmental Management Officer (AO) and the Committee Officer (JO).

6 APOLOGY FOR ABSENCE

An apology for absence was received from Mrs Cook.

7 MINUTES

The Minutes of the meeting held on 27 June 2019 were confirmed and signed by the Chairman as a correct record.

8 ENVIRONMENTAL ACTION PLAN AND POLICY STATEMENT

The report proposed the adoption of a joint Environmental Action Plan and Policy Statement with South Norfolk Council, which would set out both Councils' commitment to safeguarding the Environment.

It was proposed that the joint Policy Statement and Action Plan would replace both Councils' existing Environmental Policies and Strategies. The Action Plan would be reviewed on a six-monthly basis.

The report had been to the Growth, Infrastructure and Environment Policy Committee at South Norfolk Council for consideration earlier today. The Committee had requested that the Statement make reference to the monitoring of particulates and be subject to review every five years. The Committee would also like to have a formal meetings after the joint informal meeting, for decisions to be made.

A Member of the Panel noted the reference to planting 1 million urban trees in the Statement and suggested that a long-term view should be taken to ensure that appropriate trees were planted in suitable locations, as the costs of maintenance for very large trees could be prohibitive.

In response to question, the Director of Place confirmed that the draft Greater Norwich Local Plan, which would go out for consultation next month, would seek to require a 20 percent reduction in the energy requirements for new dwellings over current building regulations. This was an ambitious and contentious target and Members were advised that it might meet with opposition from developers on the grounds of viability.

It was suggested that the Action Plan include an ambition to 'Support the Greater Norwich Local Plan Policy that sought to improve energy efficiency in buildings in the Greater Norwich area.' The Action Plan should also make reference to support for other forms of renewable energy.

In answer to a query, the Panel was informed that the Courtauld Commitment was a voluntary agreement aimed at reducing food waste within the UK. The Waste and Resources Action Programme (WRAP) was responsible for the agreement and worked in partnership with food retailers, manufacturers and suppliers, as well as local authorities. Broadland had yet to sign up to the Agreement. It was noted that Cabinet had approved signing up to Agreement and it was:

RESOLVED

That the Council would sign up to the Courtauld Agreement during Recycling Week (23 -27 September 2019).

A Member expressed her concern that the Action Plan did not set out how activities, such as turning sites into wildflower meadows, would be delivered and measured.

In response, the Panel was advised that the Action Plan was an overarching document that sat over a whole range of activities undertaken by the Council. The initial process would be to conduct a baseline exercise to allow targets to be identified, which could be brought back to the Panel in six months' time for consideration.

The Director of Place added that he did not want to put too much emphasis on data collection, to the detriment of the delivery in those areas that the Council had influence in.

The Chairman also stressed that the Action Plan was a living document that would evolve as it progressed.

Some Members suggested that the baseline for green infrastructure should include Norfolk Wildlife sites and show acreage, with a minimum size rather than including verges and other small parcels of land.

It was noted that it would not be necessary to adopt the same procedure as the Growth, Infrastructure and Environment Policy Committee had decided upon, as the Action Plan was only being reviewed every six months and no decisions would be made.

RECOMMENDED TO CABINET

To recommend that Cabinet recommends to Council:

1. the proposed Policy Statement; and
2. the proposed Action Plan; and
3. that the Action Plan be reviewed on a six monthly basis by the Environmental Excellence Panel.

9 WORK PROGRAMME

The following items were put onto the Work Programme:

Standing items	<ul style="list-style-type: none">• Waste Monitoring Review• Norse JVC Contract
Six monthly review	<ul style="list-style-type: none">• Environmental Action Plan Review

10 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, would be disclosed to them.

11 WASTE WORKING GROUP UPDATE

Resources and Waste Strategy Update

The Government intended to introduce an extended producer responsibility scheme for packaging in 2023. The details of the scheme would be subject to further consultation.

A Deposit Return Scheme was also to be introduced from 2023. The specific details of the scheme including materials within the scope would be consulted on in 2020. The proposal was not popular with manufacturers and would ultimately lead to higher prices for consumers.

The Government was seeking consistency with household waste collection, with a set of minimum service standards, including fortnightly collections as a minimum. Plans for free garden waste collections looked likely to not happen.

Waste Services Review

The Panel were advised of the Commissioning Options being considered by the Waste Services Review Working Group.

The final recommendation report from the Working Group should be presented to the Environmental Excellence Panel at the 14 November meeting and then go to the 26 November 2019 Cabinet.

In response to a request the Environmental Protection Manager (Special Projects) confirmed that she would be available to work with parishes on drafting a local Recycling Policy, if required.

Members noted the update.

The meeting closed at 7.29 pm.

Minutes of a meeting of the **Wellbeing Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Monday 7 October 2019** at **6.30 pm** when there were present:

Mr A D Crotch Mrs S M Prutton Mr N C Shaw Mrs L A Starling Mr D M Thomas

Also in attendance were the Director of People and Communities, Assistant Director of Individuals and Families, the Housing, Health and Partnership Officer, Early Help Hub Manager, Health Living Manager and the Committee Officer (JO).

7 APPOINTMENT OF CHAIRMAN

In the absence of both the Chairman and Vice-Chairman, nominations were sought for the position of Chairman.

RESOLVED

To appoint Mr Crotch as Chairman for the meeting.

Mr Crotch in the Chair.

8 APOLOGIES FOR ABSENCE

Apologies for absence were received from Ms Harpley, Miss Lawn, Mr Murrell and Mr Whymark.

9 MINUTES

The Minutes of the meeting held on 26 June 2019 were confirmed as a correct record and signed by the Chairman.

10 SAFEGUARDING CHILDREN, YOUNG PEOPLE AND ADULTS POLICY

The report proposed that the Panel endorse a joint draft Safeguarding Policy for Broadland and South Norfolk Council, with an implementation date of January 2020.

Members were advised that a unified policy and process for making safeguarding referrals across both Districts would ensure that a consistent approach was taken for the protection of vulnerable individuals.

The new Policy incorporated local and national guidance and best practice and would see frontline officers taking a more active role in escalating cases and non-frontline officers afforded more support from Designated Safeguarding Officers.

This Chairman noted that a joint Policy was essential if the single staff team was to work consistently across both Districts.

AGREED

to note and endorse the joint Safeguarding Policy across two Councils and the proposed timescales for implementation from January 2020.

11 HEALTH AND WELLBEING PRIORITIES

The report recommended that the Council adopt a Health and Wellbeing Strategy, which set out a framework for reducing health inequalities and improving health outcomes for residents.

The Strategy set out the following four priority areas for health and wellbeing:

- 1 Frailty and Falls
- 2 Employment and Aspirations
- 3 Activity and Healthy Lifestyle
- 4 Mental Wellbeing

In response to a query regarding helping people with disabilities gain employment, the Healthy Living Manager confirmed that the Council worked in partnership with Norfolk County Council to deliver the employment and aspirations element of the Strategy.

A Member suggested that Norfolk and Suffolk Foundation Trust be added as a health and wellbeing partner of the Council. He also reminded Members of the distinction between poor mental health and mental illness.

In response, the Healthy Living Manager confirmed that the Norfolk and Suffolk Foundation Trust be added as strategic partner, although she emphasised that the Council's role was in the promotion of mental wellbeing, rather than the treatment of acute mental illness.

RECOMMENDED TO CABINET

to endorse and adopt the Health and Wellbeing Strategy and priorities and support its delivery.

12 FUTURE MEETING DATES

Members noted the following forthcoming Panel meeting dates:

20 November 2019

26 February 2020

29 April 2020.

The meeting closed at 6.51 pm.

DRAFT

Agenda Item: 10

**Cabinet
28 October 2019**

ENVIRONMENTAL ACTION PLAN & POLICY STATEMENT

Report Authors: Debra Baillie-Murden and Alison Old
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Portfolio Holder: Environmental Excellence

Wards Affected: All

Purpose of the Report: To bring together the environmental aspirations for both Broadland and South Norfolk Councils into a single ambitious Action Plan and have a joint overarching Policy Statement setting out the Councils' commitment to the Environment.

Recommendations:

To recommend that Cabinet recommends to Council:

1. To adopt the proposed Environmental Policy Statement (Appendix 1)
2. To adopt the proposed Environmental Action Plan (Appendix 2)
3. That the Environmental Action Plan is reviewed at six monthly joint informal meetings

1 BACKGROUND

- 1.1 Both Broadland and South Norfolk Councils as environmentally responsible organisations have an Environmental Policy / Strategy – it is proposed that these are replaced with a joint Policy Statement supported by a rolling Action Plan, reviewed on a six-monthly basis.
- 1.2 We recognise, in the eyes of the public, environmental issues are of high importance especially locally and therefore we need to be ambitious and realistic, but we also need to show leadership within our communities given the myriad of services we provide.
- 1.3 A joint informal workshop with Members was held in March 2019 where key priority areas were discussed and agreed.
- 1.4 The aim is for reporting to be light touch bringing together information which is already collated for various returns such as waste data flow and the air quality Annual Status Report.
- 1.5 We are seeking Members' input into the Action Plan and draft Policy Statement.

2 CURRENT POSITION

- 2.1 Good progress has been made against existing Environment Action Plans, but further work is required, and it has been agreed previously that a joint approach is the best route forward.
- 2.2 A joint approach maximises opportunities for more ambitious and impactful shared initiatives and potential efficiencies.

3 PROPOSED ACTION

- 3.1 See attached Policy Statement (Appendix 1) and Action Plan (Appendix 2) and make recommendations for changes as desired.
- 3.2 To complete a baselining exercise highlighting activities both in house, and in the District allowing for progress to be monitored.
- 3.3 If this Plan is adopted, it is anticipated that the actions will be incorporated into the Business Plans for the respective service areas from April 2020, with progress fed back on a six-monthly basis to a joint informal panel.

4 OTHER OPTIONS

- 4.1 Should the Council choose not to adopt the Environmental Action Plan and Policy Statement, Members are advised that the current Corporate Environment Policy and associated Action Plan is out of date which may

expose the Council to criticism.

5 ISSUES AND RISKS

- 5.1 **Resource Implications** – Implementation of the Action Plan and Policy Statement will be carried out within existing resources.
- 5.2 **Legal Implications** – N/A based on current recommendations.
- 5.3 **Equality Implications** – N/A based on current recommendations.
- 5.4 **Environmental Impact** – The purpose of the Action Plan and Policy Statement is to ensure that both authorities can have a greater positive effect on the environment.
- 5.5 **Crime and Disorder** – N/A based on current recommendations.
- 5.6 **Risks** – The greatest risk is in not have an Environmental Action Plan due to the negative public perception as evidenced for example by recent protests at County Hall.

6 RECOMMENDATION

- 6.1 That Cabinet recommends to Council:
 - 1. To adopt the proposed Environmental Policy Statement (Appendix 1); and
 - 2. To adopt the proposed Environmental Action Plan (Appendix 2); and
 - 3. That the Environmental Action Plan is reviewed at six monthly joint informal meetings

Background Papers

Environmental Strategy

Environmental Policy Statement

The UK Government has made a commitment to be the first generation to leave the environment in a better state than when it inherited it.

Through the Environment (Principles & Governance) Bill, the Government has pledged to embed an 'environmental net gain' principle, and introduce higher environmental standards for new build homes and commercial premises, to green our towns & cities creating green infrastructure and planting one million urban trees, to make sure resources are used more efficiently, minimise waste, tackle air pollution, and to provide international leadership, leading by example to tackle climate change.

Broadland and South Norfolk Councils are working together to support the delivery of the Government's 'A Green Future: Our 25 Year Plan to improve the Environment' with local targets and priorities for safeguarding our districts for future generations.

<https://www.gov.uk/government/publications/25-year-environment-plan>

Broadland and South Norfolk Councils will cut down unnecessary resource use and waste, reduce their impact on the Environment and shape a more efficient, sustainable and competitive local economy. The Councils will lead by example and demonstrate to the next generation our actions and responsibilities in tackling climate change.

By acting now, both Councils aim to achieve long term sustainable economic growth from low carbon and green industries across the Districts.

Through our community leadership role, we will demonstrate our commitment to this vision through our activities, the services we provide, and partnership working to showcase good practice and encourage residents, businesses and organisations to also act to reduce environmental impacts.

The Councils will focus on the following key areas:

- Delivering high quality sustainable communities which are prepared for the impact of climate change.
- Protecting and improving where possible the air, water and land quality across the districts.
- Reducing carbon emissions and the consumption of energy and water.
- Waste minimisation
- Sustainable transport
- Sustainable procurement

Over the next five years, we are committed to:

1. Work with Government to provide additional powers and resources to help deliver on national targets limiting global warming to 1.5 degrees.
2. Ensure that the environmental impacts of all future key decisions are considered in line with the Intergovernmental Panel on Climate Change's guidance.
3. Regularly review our Environmental Action Plan with an aim of continuous improvement.

Signed:

Trevor Holden
Managing Director

Cllr John Fuller
Leader SNC

Cllr Shaun Vincent
Leader BDC

Action Plan

Working Document of the Environment Excellence Panel and Growth, Infrastructure and Environment policy committee.

Theme	Desired Outcome	Activities	Indicators of Success
Sustainable Communities	Growth used as a means of enhancing the quality of life of existing residents.	Enhance existing and establish new local green spaces. Use the best environmental management practices for land use to protect and enhance biodiversity.	Number and scope of green infrastructure projects implemented including increasing the provision of allotments. Delivery of sustainable communities and high-quality developments.
	Delivery of high quality, sustainable communities to assist in meeting national carbon targets.	Consider environmental impact as part of planning applications and include principles of green infrastructure where possible. Improve energy efficiency and increase the uptake of green energy solutions.	Number/percentage of properties taking up green energy solutions e.g. renewable technologies. Number/hectarage of sites managed as Wildflower meadows.
	Increased biodiversity across the district.	Where appropriate and where we have community buy in, turn some short mown grass sites to wildflower meadows. Engage local communities and businesses to support volunteers and expand links with local schools.	Working Environmental Matters into next round of local planning. Production of guidance documentation. Use of rainwater saving solutions increased.
	Climate change adaption plan implemented.	Local Plan adopted, including policies on heat management, Sustainable Urban Drainage Systems (SuDS) and water efficiency in new buildings and developments. Support local plan policies which seek to improve the energy efficiency of new build homes and commercial premises. Consider the use of supplementary planning guidance locally to consider environmental issues. Contribute to improvements in surface water management by working with partners to minimise flood risk and safeguard water resources. Rainwater conservation and reuse promoted through planning process. SuDS to be installed on any new council led developments. Look at options to increase tree canopy cover across the district.	% of developments incorporating Sustainable Urban Drainage Systems. Tree planting encouraged and undertaken.

Theme	Desired Outcome	Activities	Indicators of Success
Environmental Management	Health and wellbeing of communities protected whilst improving the environmental quality of the district ensuring that statutory requirements are met.	<p>Raise awareness of drought and water security with Private Water Supply users.</p> <p>Provide advice, guidance and raise environmental awareness via social media and our websites.</p> <p>Increase joint working with other agencies to tackle Environmental Crime including fly tipping, littering, dog fouling etc.</p> <p>Commitment to making sure our streets stay clean. Supporting community litter picks etc.</p>	<p>Education campaign to encourage pre-planning.</p> <p>Increased number of people reached through environmental campaigns.</p> <p>Regular link in with other agencies.</p> <p>Continued improvement in local air quality across the district, evidence through annual report.</p> <p>Number of enforcement activities e.g. fixed penalty notices.</p>
	Enhanced local environment through reduction in local pollution in terms of air, water and soil quality.	Monitoring local air quality in line with national focus and statutory responsibilities.	Number of litter picks etc. supported
Energy Efficiency	Impact of energy price rises minimised.	<p>Promotion of Big Switch & Save.</p> <p>Home Improvement Agency interventions.</p> <p>Investigate implementation of accredited Environmental Management System.</p> <p>Supporting residents unable to access the mains gas network to affordably heat their homes.</p>	<p>Number of homes switching using Big Switch & Save and average realised saving.</p> <p>Number of homes receiving benefits checks.</p> <p>Number of homes improved.</p> <p>Number of homes in fuel poverty.</p> <p>Number of HMOs to legislative standards.</p>
	A reduction in the number of households in or at risk of fuel poverty.	<p>Utilising grant funding made available through the Better Care Fund from the MHCLG to provide first time or replacement heating systems.</p> <p>Continue to seek investment on behalf of Norfolk (Warm Homes Fund).</p>	<p>Improvements in Energy Performance Certificates and Display Energy Certificate ratings of Council owned buildings.</p> <p>Reduction in in-house energy consumption.</p>
	A reduction in carbon emissions.	<p>Private Rented Sector Enforcement.</p> <p>Utilising grant funding made available through the Better Care Fund from the MHCLG to reduce carbon emissions</p> <p>Capitalise on external funding opportunities.</p> <p>Investigate opportunities to reduce in house emissions. On-site renewables etc.</p>	

Theme	Desired Outcome	Activities	Indicators of Success
Waste Minimisation	Value for money sustainable kerbside collection scheme.	Consider new waste collection models and arrangements to deliver efficiencies whilst maintaining customer service. Minimise in house waste.	Waste audit carried out and improvements identified. Tonnage of waste collected per capita and percentage recycled. Single use plastic free in all buildings.
	Reduction in the amount of waste generated per household.	Community initiatives and partnership working which influence residents' positive waste habits including waste reduction and reuse. Working with suppliers and producers in the district to minimise packaging. Seek solutions to recycling contamination issues. Investigate possibility of extra reuse events. Promote recycling for commercial waste customers.	All in-house events are single use plastic free.
	Reducing single use plastic.	Work towards zero provision of single use plastics in all council buildings. Raise awareness and support the extension of Refill scheme. Run our own and encourage plastic free events e.g. South Norfolk on Show. Encourage community lead low plastic zones in market towns.	
	Minimising food in residual waste.	Encourage residents to minimise food in residual waste through education campaigns. Support local composting schemes and community fridges Explore options for extending food waste collection service. Sign up to the Courtauld Commitment 2025.	

Theme	Desired Outcome	Activities	Indicators of Success
Sustainable Transport	Improve health & wellbeing and enhance the local environment.	<p>Work with Norfolk County Council to support more sustainable and healthier transport systems, enabling and encouraging active travel.</p> <p>Investigate/implement a staff travel plan – encouraging remote working, car sharing etc.</p> <p>Look at external service providers – lift share, Eco-stars etc.</p> <p>Consider the use of electric pool cars and lease vehicles.</p> <p>Investigate the use of technologies to enable agile working and minimise the environmental impact of meetings and events.</p> <p>Investigating the potential around increasing the number of electric vehicle charging points across the districts.</p>	<p>In house travel plan produced; to minimise staff travel.</p> <p>Impact of our own fleet of vehicles assessed and action plan produced.</p> <p>Number of public electric vehicle charging points available.</p>
	Support local businesses.	Encourage the use of local contractors through procurement methods.	Updated joint procurement strategy.
Sustainable Procurement	Value for money procurement on a “whole life basis”.	<p>Seek to minimise the Council's impact on the environment when procuring, by ensuring the optimum levels of sustainability are achieved.</p> <p>Look to minimise the environmental impact of Council canteens. Considering locally sourced, animal welfare, low carbon, seasonal, fair trade, reduction in waste etc.</p> <p>Rewrite joint procurement strategy which will incorporate environmental consideration.</p> <p>Produce a sustainable/ethical procurement policy to ensure purchases are free from child labour, low animal welfare standards or harmful, environmentally damaging chemicals.</p> <p>Conduct a review of existing product areas procured and the associated environmental impacts.</p>	

Agenda Item: 11

**Cabinet
28 October 2019**

NORFOLK AND SUFFOLK LOCAL INDUSTRIAL STRATEGY

Report Author: Nina Cunningham
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Portfolio Holder: Economic Development

Wards Affected: All

Purpose of the Report: To request endorsement of the Norfolk and Suffolk Local Industrial Strategy

Recommendations:

1. That Cabinet endorse the draft Norfolk and Suffolk Local Industrial Strategy.

1 SUMMARY

1.1 The Norfolk and Suffolk Local Industrial Strategy (NSLIS) has been developed by New Anglia Local Enterprise Partnership (NALEP), reflecting the opportunities and needs of Norfolk and Suffolk's growing economy and setting out how the area will respond in a fast-changing world. Local partners have put in place a strong partnership that has a track record of delivery and this Local Industrial Strategy demonstrates how Norfolk and Suffolk will continue to collaborate across disciplines and boundaries to provide new Clean Growth solutions and the specific infrastructure that its communities and businesses need.

1.2 Key actions proposed include:

- **Clean Energy:** Build on our existing clean energy research strengths across regional universities, working closely with industry and further development of our energy assets.
- **Agri-Food:** Invest in a Food Hub based at the Food Enterprise Zone near Norwich and develop a world-leading hub for plant and microbial research at the John Innes Centre.
- **Digital Creative:** Create a new digital hub in Norwich for business incubation and develop the economic case for a Smart Emerging Technology Institute (SETI) and testbed.
- **Foundations of productivity:** Actions to: boost residents' skills and employment opportunities, promote Norfolk's sectoral and cultural offer and deliver the right mix of sustainable, energy-efficient homes and commercial space.

2 BACKGROUND

2.1 In November 2017, the Government published a National Industrial Strategy (NIS) aimed at boosting growth and productivity across the country through:

- five foundations of productivity (ideas, people, infrastructure, business environment and places);
- four 'grand challenges' representing the strategic opportunities in sectors where we have a competitive advantage
 - artificial intelligence and 'big data'
 - clean growth
 - the future of mobility; and
 - meeting the needs of an ageing society

2.2 Government subsequently asked Local Enterprise Partnerships (LEPs) to develop local versions of the NIS building on the biggest opportunities for growth, increased productivity, high skilled jobs, supply chain firms and

improving in-work progression within their respective areas.

- 2.3 The Norfolk and Suffolk Local Industrial Strategy has been developed by NALEP in partnership with local authorities and leaders from business and education. The process began in March 2019 with a range of consultation events involving leaders from local authorities, business and education, where the overall approach and aims for the Strategy were agreed; as well as examining the economic evidence, developing ideas and testing proposed interventions.
- 2.4 In addition to the consultations, an Independent Economic Expert Panel¹ 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.

3 CURRENT POSITION

- 3.1 The draft Local Industrial Strategy includes a number of proposed actions and those which relate to Broadland District Council are set out below:
- Support to capitalise on the potential economic opportunity afforded to the eastern section of the Oxford - Cambridge arc through links with East West Rail.
 - 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.
 - Invest in a Food Innovation Centre led by Broadland District Council based at the Food Enterprise Zone.
 - 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 product.
 - Develop a world-leading *Next Generation* hub for plant and microbial research at the John Innes Centre, Norwich Research Park.

¹ Members of the expert panel included: 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.

- Promoting the work of Easton College to provide 'Farm ready' students in conjunction with large farming estates such as Morley Agricultural Foundation.
- Identify mechanisms to leverage greater value and productivity from enhanced commercialisation opportunities between the NRP and the existing business base to attract inward investment.
- Develop the economic case for a Smart Emerging Technology Institute (SETI) and testbed. If funding is secured, this initiative is likely to become the cornerstone for delivering the ambitions of the Cambridge Norwich Tech corridor.
- Create an innovation research and development fund offering businesses grants between £1,000-£2,000 and recruitment of 'innovation ambassadors'.
- Delivery of an exemplar ageing society assisted living community linking researchers and clinicians with residents to trial and test new technologies.
- Developing a digital skills programme and an apprenticeship level transfer scheme (so that large companies can enable SMEs to host apprentices), as well as addressing the skills shortages to maximise the opportunities available to local people.
- Develop low carbon energy generation, networks and storage and work with partners to ensure the right mix of sustainable, energy efficient homes and commercial space.
- Development of a shared investment prospectus with Arts Council and National/Heritage Lottery, including specific new development in market towns and places where there is significant new housing.

4 PROPOSED ACTION

- 4.1 A draft of the Strategy was considered by the LEP board at its meeting of 25 September. All local authorities have now been tasked with sharing the draft NSLIS through their committee processes, during September and October.
- 4.2 If endorsed by local authorities the Strategy enters the sign off process with Government, with a view to publication by the end of October.
- 4.3 The draft Strategy attached (see link below) is therefore a working draft, which is subject to amendment before agreement by Government.

5 OTHER OPTIONS

- 5.1 Broadland District Council could choose not to endorse the Strategy.

6 ISSUES AND RISKS

- 6.1 **Resource implications** – Whilst there is no funding specifically set aside by Government for the implementation of Local Industrial Strategies, by signing up to these documents Government is endorsing its aims and ambitions and any future plans will need to take into account the Local Industrial Strategy. This will mean that future rounds of funding administered by New Anglia LEP funding priorities (e.g. Growth Deal, Innovative Projects Fund) will take account of the Norfolk and Suffolk Local Industrial Strategy.

Broadland District Council will seek to exploit all funding opportunities to deliver our growth priorities within the strategy.

- 6.2 **Legal implications** – none.
- 6.3 **Equality implications** – none.
- 6.4 **Environmental impact** – none.
- 6.5 **Crime and disorder** – none.
- 6.6 **Other risks** – none.

7 CONCLUSION

- 7.1 All local authorities in Norfolk and Suffolk have been given the opportunity to shape and endorse this Strategy to agree the shared vision, challenges and sector opportunities up to 2036. The proposed Norfolk and Suffolk Local Industrial Strategy is in the second wave of strategies and is expected to be signed off (subject to Local Authority and NALEP Board endorsement) by Government in October.

8 RECOMMENDATIONS

- 8.1 That Cabinet endorse the draft Norfolk and Suffolk Local Industrial Strategy.

Background Papers

[Norfolk and Suffolk Economic Strategy](#)

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.

Appendix 1: Norfolk and Suffolk Local Industrial Strategy Executive Summary

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.

Appendix 1: Norfolk and Suffolk Local Industrial Strategy Executive Summary

- 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.

Appendix 1: Norfolk and Suffolk Local Industrial Strategy Executive Summary

- 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.

Appendix 1: Norfolk and Suffolk Local Industrial Strategy Executive Summary

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.*

DRAFT**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 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:

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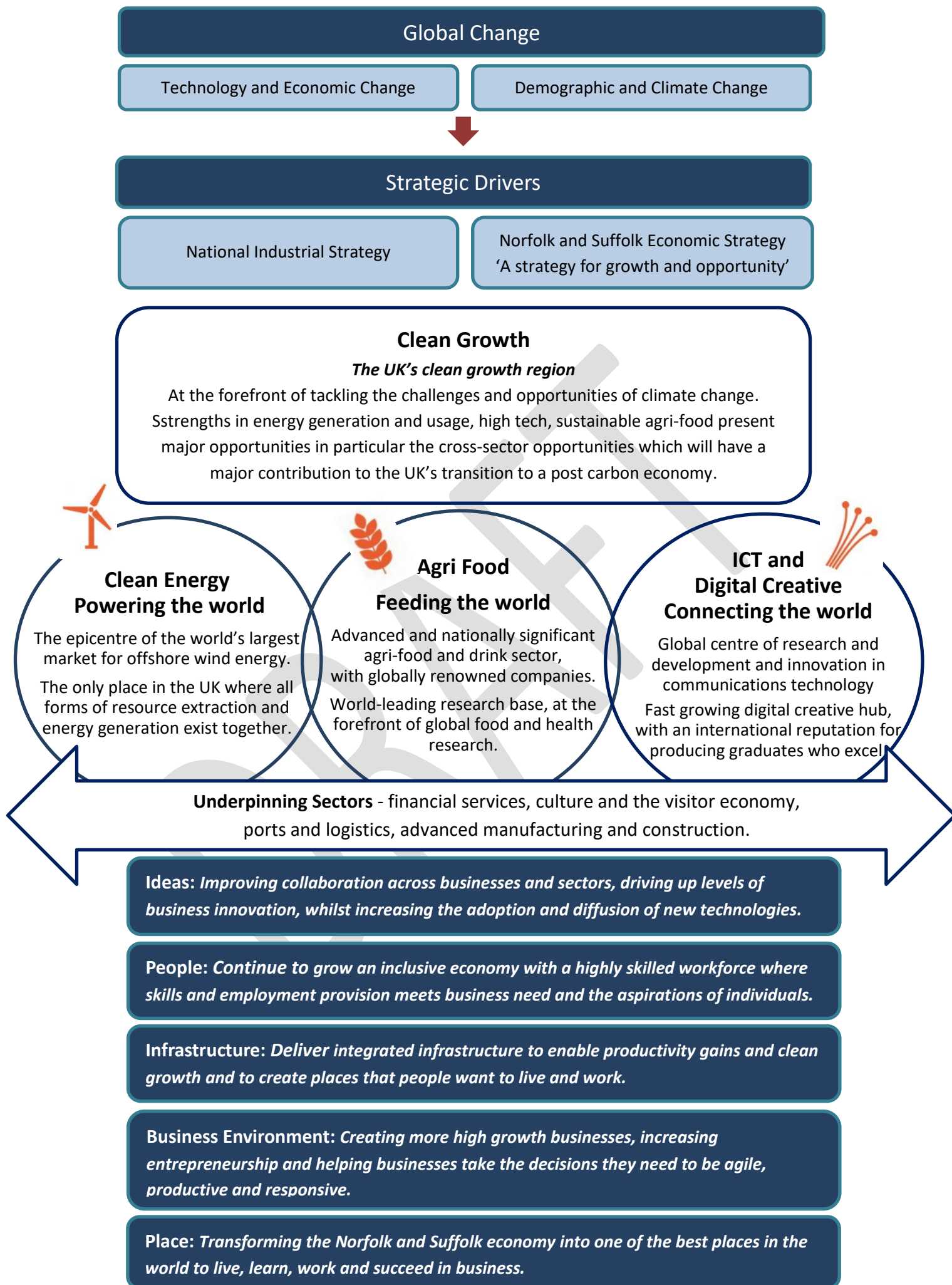
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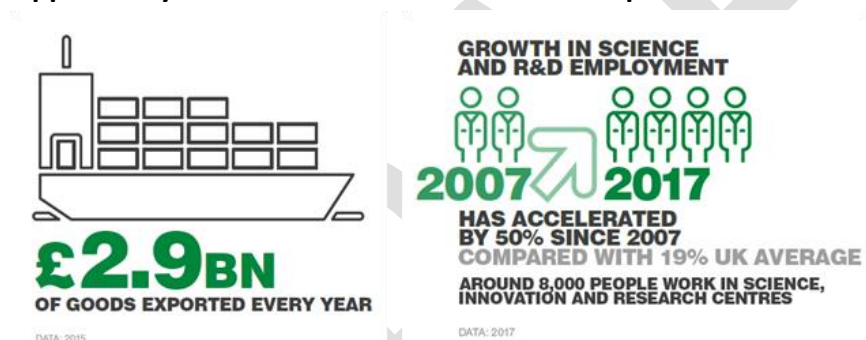


Norfolk and Suffolk Economic Profile at A Glance

A large diverse economy, but with productivity challenges



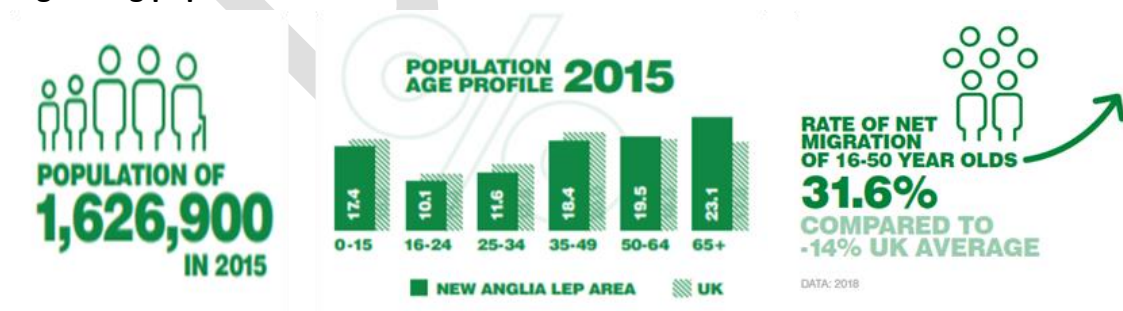
Opportunity for businesses to innovate and export



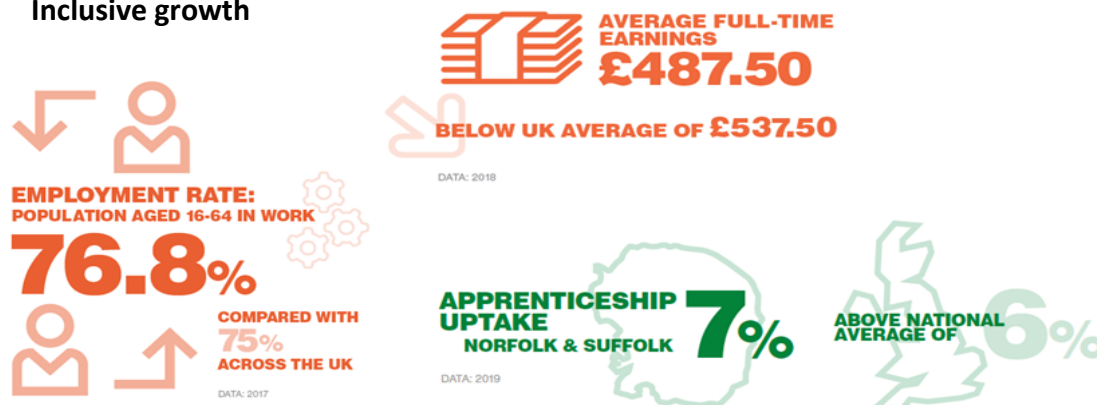
Further infographics to be added by 18th September include:

- 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.

Muntions 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 Muntions 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



**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 landscaping 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}**

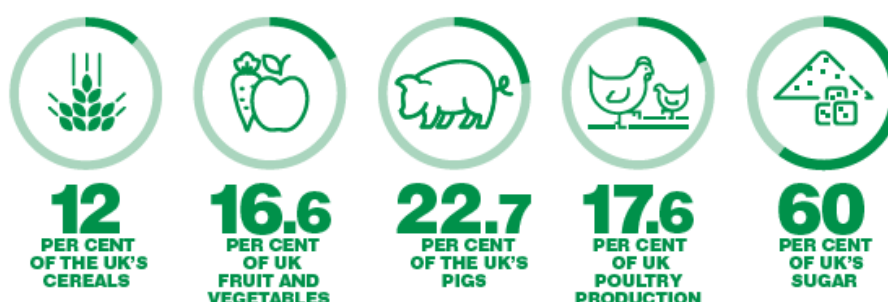
 **91,300 JOBS**

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.

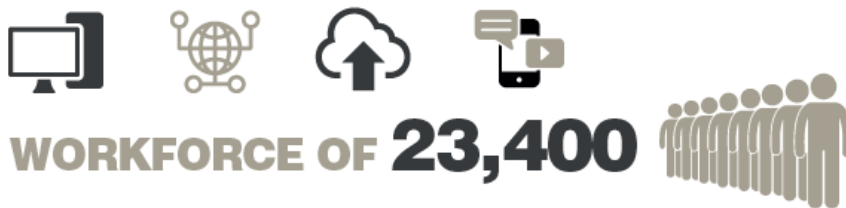
Case Studies

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



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 innovative 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

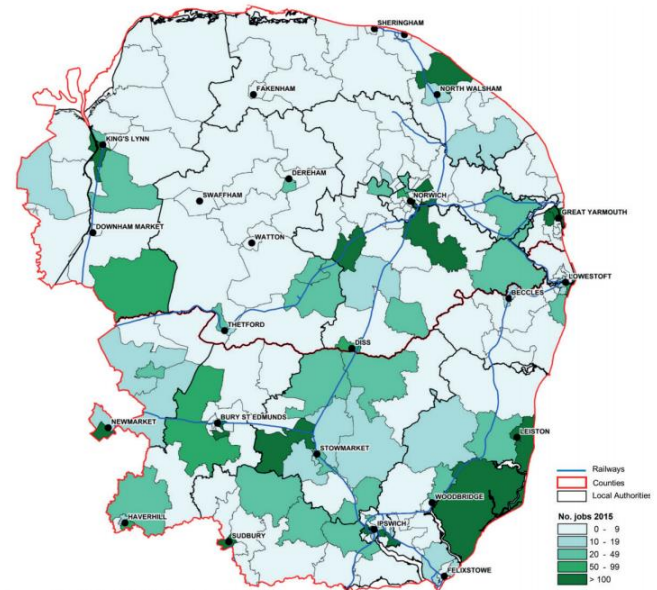


Figure 10.7 – Energy sector clusters in Norfolk and Suffolk, 2015

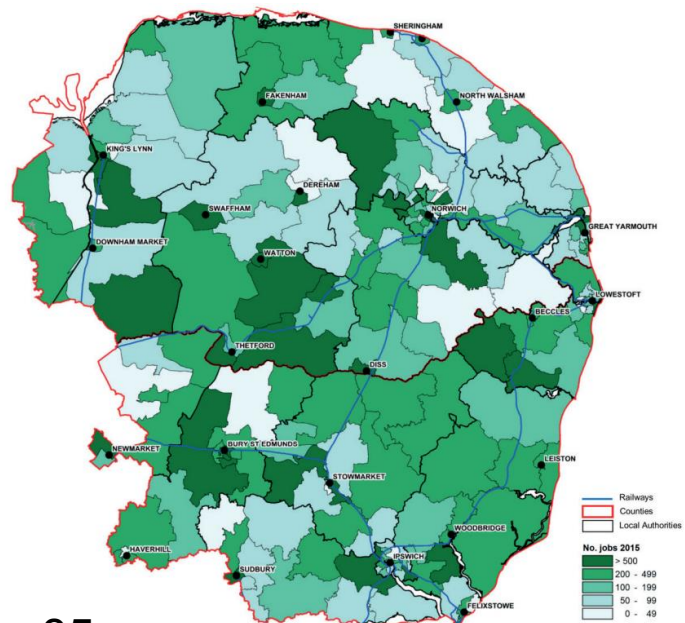


Figure 11.3 – Advanced agriculture, food and drink sector clusters in Norfolk and Suffolk, 2015

²⁰ 4C Offshore – East of England: Enabling Offs

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.

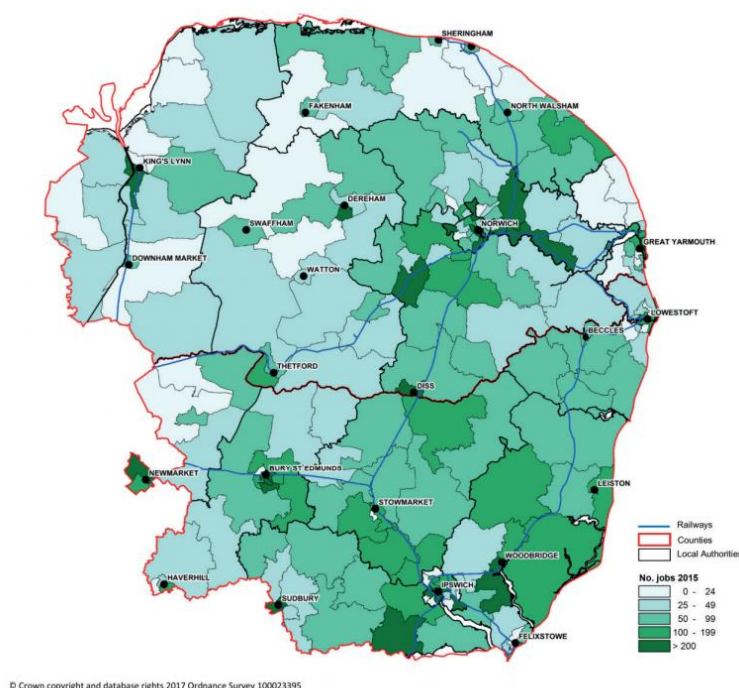


Figure 11.1 – ICT, tech and digital creative sector clusters in Norfolk and Suffolk, 2015

- 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.

COUNCIL TAX GOOD PRACTICE PROTOCOL

Report Author: Simon Quilter, Revenues and Benefits Manager,
01603 430439, simon.quilter@broadland.gov.uk

Portfolio Holder: Finance

Wards Affected: All

Purpose of the Report: This report follows a meeting of the Overview and Scrutiny Committee in January 2019 where it was agreed that work be undertaken to examine the possibility of adopting the Council Tax Good Practice Protocol.

Recommendations:

1. To propose to Council that the Council Tax Good Practice Protocol is adopted, and;
2. That authority is delegated to the Assistant Director for Finance, in consultation with the Portfolio Holder for Finance, to amend the Protocol as necessary in the future.

1 SUMMARY

- 1.1 Whilst considering a call in matter in January 2019, Members of Overview and Scrutiny Committee requested that a report be brought back to that committee for consideration be given on adopting the Council Tax Good Practice Protocol.
- 1.2 Adoption of the Protocol was considered by Members of Overview and Scrutiny at their meeting on 13 August 2019. The Committee voted unanimously to recommend to Cabinet that the Protocol be adopted.
- 1.3 This report is intended to provide Cabinet with information for them to decide whether to recommend to Council that the Council Tax Good Practice Protocol be adopted.

2 BACKGROUND

- 2.1 Two years ago Citizens Advice and the LGA launched a Council Tax Good Practice Protocol covering collection and recovery of council tax arrears. The aim of the protocol is to help Council's establish agreed good practice with local CAB's and Enforcement Agents which in turn provides clarity to residents. So far 61 authorities across the country have adopted the protocol.
- 2.2 Following the request from Overview and Scrutiny to examine the feasibility of adopting the Protocol, work was carried out to compare it with Broadland's practices and procedures.
- 2.2 A meeting between the Revenues and Benefits Manager, the Council's Enforcement Agent provider Rossendales and the Chief Executive of Norfolk Citizens Advice took place in February 2019. A number of changes to the national protocol were agreed in order for it to work locally.
- 2.3 South Norfolk officers have previously had discussions with the Diss & Thetford branch of Norfolk CA which resulted in verbal agreement being reached although the protocol was not formally adopted at that time.

3 CURRENT POSITION

- 3.1 The locally agreed draft of the Protocol is attached at Appendix 1 and if implementation is agreed by Cabinet and then Council, it could be brought into operation with little delay.
- 3.2 South Norfolk Council is also in a position to adopt the Protocol and will be asking their Members to consider the matter.

4 OPTIONS

- 4.1 The Cabinet has the option to propose to Council that they adopt the Protocol.
- 4.2 The Cabinet could agree to take no further action with respect to the Protocol.

5 ISSUES AND RISKS

- 5.1 There is little further work which would need to be carried out in order for the Protocol to be adopted by the Revenues team.
- 5.2 **Resource implications** – There should be no monetary cost to adopting the Protocol
- 5.3 **Legal implications** – None.
- 5.4 **Equality implications** – An EqCIA is attached at Appendix 2.
- 5.5 **Environmental impact** – None
- 5.6 **Crime and disorder** – None
- 5.7 **Risks** – None

6 CONCLUSION

- 6.1 The Good Practice Protocol provides the basis for a stronger local partnership with Citizens Advice with respect to dealing with Council Tax debt.
- 6.2 The Council already operates most of the aspects of the Protocol so there would be little additional work to do to comply with it.
- 6.3 The Council's Enforcement Agent can adopt the requirements of the Protocol in order to facilitate agreement.

7 RECOMMENDATIONS

- 7.1 To propose to Council that the Council Tax Good Practice Protocol is adopted, and;
- 7.2 That authority is delegated to the Assistant Director for Finance, in consultation with the Portfolio Holder for Finance, to amend the Protocol as necessary in the future.

Background Papers

None

Council Tax Protocol

Revised Collection of Council Tax Arrears Good Practice Protocol



Agreed by:

Citizens Advice, June 2017

Local Government Association, June 2017

Norfolk Citizens Advice & Broadland District Council



Council Tax Protocol

We agree to adopt this protocol in
as our public commitment to its principles of fairness, partnership
working and transparency in local authority debt collection:

Signature

.....
Local authority representative

Signature

.....
Local Citizens Advice / advice
agency representative

Signature

.....
Enforcement agency
representative
*(where relevant)*¹

Signature

.....
External contractor
representative
*(where relevant)*¹

Date:

¹ Enforcement agents and external contactors may sign this protocol if they and the authority agree that it is appropriate.

Council Tax Protocol

Revised collection of council tax arrears good practice protocol

Council tax payers receive a better level of service when local authorities², enforcement agencies and debt advice agencies work closely together. Early intervention and proactive contact with people struggling with bill payments can help prevent them incurring further charges and help alleviate stress. It can also potentially help reduce both collection costs and calls on local public services, particularly mental health services.

This good practice protocol makes a number of suggestions on how local partnerships can be strengthened and residents better supported. Developed through partnership work between the national bodies representing advice agencies, local government and enforcement agencies throughout England and Wales, it builds upon the previous protocol, which government recommended local authorities adopt in their 2013 guidance. The protocol reflects best practice at local level and is intended to facilitate regular liaison on practices and policy concerning council tax debt collection. In setting down clear procedures and keeping them regularly under review, all parties can ensure that cases of arrears are dealt with appropriately whilst complaints are handled efficiently.

By signing the protocol and adopting the practices set out below, local authorities, enforcement agencies and advice agencies can help taxpayers pay their council tax bills while accessing debt advice when needed.

²Where we use the term 'local authorities', this should also be read to cover a local authority's external contractors, where the local authority has contracted out the administration of some or all of its council tax collection process.

Partnership

To foster more effective partnership working:

1. Local authorities, enforcement agencies and advice agencies should meet as required to discuss practical and policy issues
2. All parties should have dedicated contacts accessible on direct lines and electronically so that issues can be taken up quickly.
3. All parties should promote mutual understanding by providing training workshops, undertaking exchange visits and sharing good practice where applicable.
4. As local authorities are responsible for the overall collections process, they should ensure all their staff, external contractors and enforcement agencies receive the appropriate training, particularly on vulnerability and hardship.
5. Contractual arrangements with enforcement agents should specify procedures for the local authority to take back cases involving vulnerable people. Whilst it is not possible to produce an exhaustive list of types of vulnerability, the contract between the Council and the enforcement agencies should specify the main categories of vulnerability and the process for dealing with them.
6. Local authorities should consider informal complaints as debtors may be afraid to complain formally where enforcement agent activity is ongoing. Informal complaints received from advice agencies can indicate problems worthy of further investigation both locally by the local authority and by referral to national bodies.

Information

To improve the information supplied to council tax payers about the billing process, how to get support and debt advice and to promote engagement:

1. All parties should work together to produce letters that clearly and consistently explain how council tax bills have been calculated (including any Council Tax Support award). Council tax bills [reminders] should make clear council tax is a priority debt and explain the consequences of not making payment by the date specified. As far as possible within the constraints of systems, where a taxpayer has council tax arrears, the letters should explain how the debt has been accumulated and over which time period, the layout and language of bills and letters should be easy to understand, with any letters including a contact phone number and email address. All information should also be made available online in a clear format.
2. Local authorities should consider reviewing payment arrangements and offer more flexible options, including, subject to practicality, different payment dates within the month, spreading payments over 12 months and, potentially, different payment amounts to assist those on fluctuating incomes. This can allow people to budget more effectively.
3. Local authorities and enforcement agents should publicise local and national debt advice contact details on literature and notices. Advice agencies can help by promoting the need for debtors to contact their local authority promptly in order to agree payment plans. Parties can work together to ensure the tone of letters is not intimidating but encouraging of engagement.
4. Local authorities should ensure that enforcement agencies have appropriate information about the council tax debts they are recovering, so they can put this in letters they send to debtors and answer any questions.
5. Local authorities should consider providing literature online about concerns council tax debtors may have about enforcement agents and enforcement. Information could cover charges enforcement agencies are allowed to make by law, how to complain about enforcement agent behaviour or check enforcement agent certification and further help available from the local authority or advice agencies.
6. All parties should work together to review and promote better engagement by council taxpayers. This should include information on how bills can be reduced through reliefs, exemptions and council tax support schemes, advising taxpayers that they should contact the local authority if they experience financial hardship and the consequences of allowing priority debts to accumulate. Information and budgeting tools should be made available on local authority and advice agency websites, via social media and at offices of relevant agencies. This is an opportunity for joint campaign work.

Recovery

If a council tax bill is not paid, then the local authority's recovery process comes into play. While local authorities strive to make early contact with a debtor, the first point of engagement by a debtor often only occurs when an enforcement agent visits the premises. Greater effort should be made at or before the Tribunal Courts and Enforcement Act's compliance stage, including debt and money advice referrals and to assess whether vulnerability or hardship applies, so as to avoid escalating a debt. Therefore:

1. Local authorities and enforcement agencies should work in partnership with advice agencies on the content, language and layout of all documents, produced by the local authority and agents acting on its behalf which are part of the enforcement process. This should aim to ensure that the rights and responsibilities of all parties, particularly those of the debtor, are clearly set out.
2. The initial enforcement letter/statutory notice should provide the debtor with a contact number and email address should they wish to speak to the local authority.
3. Local authorities should keep all charges associated with recovery under annual review to ensure they are reasonable and as clear and transparent as possible and reflect actual costs incurred. Enforcement agents should only make charges in accordance with council tax collection and enforcement regulations, particularly the Tribunal Courts and Enforcement Act.
4. Local authorities should periodically review their corporate policy on debt and recovery, particularly what level of debt (inclusive of liability order fees) should have accrued before enforcement agent action, as enforcement will add additional costs to a debt.
5. As part of their corporate policy on debt and recovery, local authorities should have a process for dealing with cases that are identified as vulnerable, bearing in mind that different local authorities may have different definitions of a vulnerable person or household. Any local definition of vulnerability should be developed in consultation with advice agencies and enforcement agencies and, wherever possible, the local authority should aim to publish clear guidelines on what constitutes vulnerability locally. Where a local authority's vulnerability criteria apply, In these cases, debts should be considered carefully before being passed to enforcement agencies. Where enforcement agents or other parties identify a vulnerable household, recovery action will be referred to the local authority.
6. Local authorities should regularly review and publish their policies which cover hardship, including how these relate to council tax arrears.

7. Where a household is in receipt of Council Tax Support, the local authority should consider matters carefully and determine whether to pass such cases to enforcement agents, based on the individual circumstances of the case.
8. The debtor may have outstanding claims for Universal Credit, Council Tax Support or other benefit(s) which are contributing to their arrears. Local authorities can suspend recovery once it is established that a legitimate and relevant claim is pending.
9. Local authorities and their enforcement agents should consider ~~each case carefully on its own merits~~ with a view to offering a 28 days hold or “breathing space” on enforcement action if debtors are seeking debt advice from an accredited advice provider.
10. Procedures should exist for debt advisers to negotiate payments on behalf of the taxpayer at any point in the process, including when the debt has been passed to the enforcement agent. In some cases, the debtor may only contact an advice agency following a visit from the enforcement agent.
11. Local authorities and enforcement agents should consider accepting and using the Standard Financial Statement (SFS) or Common Financial Statement as the guiding principles in assessing ability to pay as long as this is consistent with securing value for money for all council tax payers.
12. Each case should be examined on its merits and repayment arrangements need to be affordable and sustainable, while ensuring that the debt is paid off within a reasonable period. Where appropriate, local authorities should provide the flexibility to spread repayments over more than a year, including beyond the end of a financial year.
13. Local authorities should prioritise direct deduction from benefits or attachment of earnings in preference to using enforcement agents. This avoids extra debts being incurred by people who may already have substantial liabilities.
14. Clarity should be provided to the debtor and enforcement agency as to which debts are being paid off, in what amounts and when, especially where a debtor has multiple liability orders. Where appropriate, debts should be consolidated before being sent to enforcement agents.
15. Local authorities should publish a clear procedure for people to report complaints about all stages of recovery action. Local authorities will regularly monitor and, subject to requirements of commercial confidentiality and the Data Protection Act, publish the performance (including complaints) of those recovering debts on their behalf and ensure that contractual and legal arrangements are met.

Free, confidential advice. Whoever you are.

We help people overcome their problems and campaign on big issues when their voices need to be heard.

We value diversity, champion equality, and challenge discrimination and harassment.

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citizensadvice.org.uk

Published June 2017

Citizens Advice is an operating name of The National Association of Citizens Advice Bureaux.

Registered charity number 279057.

Equalities and Communities Impact Assessment

Name of Officer/s completing assessment: Simon Quilter

Date of Assessment: 4 September 2019

1. What is the proposed Policy (please provide sufficient detail)?

For the purposes of the assessment the term 'Policy' relates to any new or revised policies, practices or procedures under consideration.

The aim of the protocol is to help the Council establish agreed good practice on Council Tax collection and recovery with local Citizens Advice and Enforcement Agents which in turn provides clarity to and supports residents.

2. Which protected characteristics under the Equalities Act 2010 does this Policy impact: (indicate whether the impact could be **positive**, **neutral**, or **negative**)

Protected Characteristic	Potential Impact		
	Positive	Neutral	Negative
Age	X		
Disability	X		
Race	X		
Sex	X		
Religion or Belief	X		
Sexual Orientation	X		
Marriage/Civil Partnership	X		
Pregnancy/Maternity	X		
Gender Reassignment	X		

3. Which additional Communities characteristics does this policy impact?

Health	X		
Place inc. Rurality	X		
Low Income and Poverty	X		

4. What do you believe are the potential equalities impacts of this policy?

The policy should have a positive impact on residents by strengthening the partnership between the Council and Citizens Advice. This will in turn provide better support to residents on low incomes and in receipt of benefits. The protocol also facilitates closer liaison between agencies who deal with people in debt.

Partners who have been involved in the development of the protocol include Broadland District Council, Citizens Advice and Rossendaes.

5. What do you believe are the potential communities impacts of this policy?

The protocol represents good practice in dealing with people in debt or struggling with financial commitments. It helps to achieve objectives of health and wellbeing in the community and assisting those in poverty. The protocol also promotes good relationships between partner organisations in order to work for the good of our residents.

6. How is it proposed that any identified negative impacts are mitigated?

There are no negative impacts identified within the policy.

Signed by evaluator:

Signed by responsible head of department:

Please send your completed forms to the equalities lead (Victoria Parsons) to be reviewed and stored in accordance with our legal duty.

REVIEW DATE - _____

(See Page 2 for details of reviews. Please send a copy of the reviewed document to Victoria Parsons)

DRAFT COMMERCIALISATION STRATEGY

Report Author: Debbie Lorimer
Director Resources
tel: 01508 533981
email: debbie.lorimer@broadland.gov.uk

Portfolio: Finance

Wards Affected: None

Purpose of the Report:

The Feasibility Study adopted by both Broadland and South Norfolk Councils, in July 2018, expressed a number of drivers for the collaboration which included a wish to achieve greater long-term financial stability. The study included proposals around Commercial Opportunities which the collaboration would assist in facilitating. This joint Commercialisation Strategy outlines an approach which can be adapted according to each Councils' ambitions and risk appetite to deliver these opportunities.

Recommendations:

1. It is recommended that the Audit Committee endorse the Joint Commercialisation Strategy to Cabinet for approval.

1 SUMMARY

- 1.1 Since 2010, Local Government funding has reduced dramatically and there continues to be ongoing uncertainty around future funding streams. The Feasibility Study on the Collaboration between Broadland and South Norfolk Councils recognised that both Councils have funding gaps within their medium-term financial plans, which could be assisted by delivering savings but also provide commercial opportunities to produce further efficiencies or generate income while maintaining or improving services. The Joint Commercialisation Strategy seeks to develop an approach to deliver these commercial opportunities, which can be adapted according to each Councils' ambitions and risk appetite.

2 BACKGROUND

- 2.1 Both Councils have been successful in driving cost savings whilst maintaining high levels of service and customer satisfaction. In addition, both Councils have taken the commercial approach of setting up a development company to deliver housing. As described above the Feasibility Study outlined a number of commercial opportunities to take forward through the collaboration.

3 CURRENT POSITION

- 3.1 The proposal for a Joint Commercialisation Strategy will ensure that opportunities are taken forward for the benefit of both Councils, depending upon the individual council's ambitions and appetite for risk.
- 3.2 For the purposes of the proposed strategy, Commercialisation is defined as: "Commercialisation means the delivery of services by the Councils' or their Companies, in a manner which results in at least one of the following: income generation, greater efficiency or cost reduction, although this may not be the primary or only aim of the provision of the services."
- 3.3 The proposed Strategy outlines three main objectives as follows:
- Take a commercial approach to service design and management while having regard to our public service ethos promoting equity and fairness
 - Encouraging innovation while optimising assets and services
 - Exploit opportunities to generate income surplus for reinvestment by increasing income, reducing cost and maximising efficiency
- 3.4 There is a need to develop Officers so that they have the skills to take forward commercial opportunities and this will be addressed within the Organisational Development Programme which is currently being developed.

4 PROPOSED ACTION

- 4.1 Officers have developed a Joint Commercialisation Strategy, as attached at Appendix 1, to provide a framework from which the Councils' commercial activities can be directed and driven. This Strategy, while identifying a common approach to commercialisation recognises that the Councils' will have differing risk appetites and ambitions.

5 OTHER OPTIONS

- 5.1 The Councils could choose not to adopt a Commercialisation Strategy or to have individual strategies however this would not maximise the opportunities identified in the Feasibility Study.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – Implementation of the commercial strategy will help to support the Councils in addressing the financial challenges they face. Staffing resources will be required but the commercial activity will need to cover the cost of these.
- 6.2 **Legal Implications** – There are no legal implications in adopting the Joint Commercialisation Strategy, but this will need to be considered when delivering individual opportunities.
- 6.3 **Equality Implications** – There are no equality implications in adopting the Joint Commercialisation Strategy, but this will need to be considered when delivering individual opportunities.
- 6.4 **Environmental Impact** – There are no environmental impacts in adopting the Joint Commercialisation Strategy, but this will need to be considered when delivering individual opportunities.
- 6.5 **Crime and Disorder** – There are no crime and disorder impacts in adopting the Joint Commercialisation Strategy.

7 CONCLUSION

- 7.1 The proposed Joint Commercialisation Strategy provides a framework in which to take forward and maximise the commercial opportunities identified in the Feasibility Study.

8 RECOMMENDATIONS

- 8.1 It is recommended that the Audit Committee endorse the Joint Commercialisation Strategy to Cabinet for approval.

Joint Commercialisation Strategy

1. Introduction

- 1.1. The Feasibility Study adopted by both Broadland and South Norfolk Councils in July 2018 expressed a number of drivers for the collaboration including the wish to address the funding gaps in both Councils' medium-term financial plans offering greater financial stability.
- 1.2. While there are a number of ways the funding gaps can be addressed including increased Business Rates from enhanced economic growth, increased Council Tax base due to faster delivery of planned housing, increased grant income from more successful bids and access to new funding opportunities currently unavailable to each Council separately, the Feasibility Study included proposals around Commercial Opportunities which the collaboration would assist in facilitating. This Commercialisation Strategy outlines how these will be taken forward.

2. Background

- 2.1. Broadland and South Norfolk Council, like many local authorities, continue to operate in a climate of financial uncertainty with increasing demands on services alongside unpredictable future changes to Government funding, from the rollout of the 75% Business Rates Retention Scheme and the Fair Funding Review, as well as a lack of clarity around the New Homes Bonus funding.
- 2.2. It is against this background that both Councils have made efficiencies and savings over the years, as the Revenue Support Grants have disappeared, in order to deliver balanced budgets but the Medium Term Financial Plans for both Councils' have funding gaps. Developing the Councils' commercial approaches, alongside reimagining how we provide services, will assist in closing these gaps while ensuring the Councils continue to deliver services to at the same level to those that need them.

3. Definition of Commercialisation

- 3.1. For the purposes of this Strategy, Commercialisation is defined as:
"Commercialisation means the delivery of services by the Councils' or their Companies, in a manner which results in at least one of the following: income generation, greater efficiency or cost reduction, although this may not be the primary or only aim of the provision of the services."

4. Scope

4.1. The following outlines what is included and excluded from the scope of this Strategy.

Inclusions:

- Income generated from fees and charges to the public, businesses and other organisations for statutory and discretionary services where charging is permissible
- Council delivered services, internally and externally traded services and services provide on behalf of the Council by a third party
- Commercial companies owned by the Councils
- Council Assets
- Utilising cash reserves and balances to generate income or efficiencies through non-treasury managements investments e.g. loans to subsidiaries, investment properties

Exclusions:

- Council Tax and Business Rates
- Investment Income from Treasury Management Investments - this is managed through the Councils' Treasury Management Strategies
- Income from statutory and discretionary services where charging is not permissible, or fees are set nationally
- Any grant income

5. Links to other Council Strategies and Policies



6. Aim

- 6.1. To maximise returns, (financial and social) from both Councils, taking a commercial approach consistent with their individual risk approach, to protect and enhance front line services by becoming financially self-sustainable.

7. Strategic Objectives

- Take a commercial approach to service design and management while having regard to our public service ethos promoting equity and fairness
- Encouraging innovation while optimising assets and services
- Exploit opportunities to generate income surplus for reinvestment by increasing income, reducing cost and maximising efficiency

8. How we will deliver the Strategic Objectives:

The delivery of the Strategic Objectives applies to those areas defined in section 4 above as within scope.

8.1. Income Generation

- Provide a consistent approach within each Council in setting and reviewing fees and charges with an aim to achieving full cost recovery where appropriate to do so and a standard approach to concession pricing.
- Ensure that fees and charges reflect market rates and are benchmarked against other service providers and reviewed annually to ensure they are competitive and viable.
- Be cognisant that in certain circumstance reducing fees and charges can increase the customer base and overall income levels.
- Use Customer Insight to up-sell and cross-sell where feasible and appropriate to ensure the services delivered are the services the customer wants.
- Use Marketing Strategies and approaches to deploy our brand most effectively within the marketplace, building our reputation and making use of our unique selling points and our local authority ethos to generate maximum returns.

8.2. Service Costs and Delivery

- Use Customer Insight to understand behaviours and how they drive demand. Re-engineer processes to manage demands.
- Re-engineer processes to ensure they are efficient, effective and responsive.
- Compare the cost of service and income recovery against peers having adjusted for activity levels.

- Evaluate delivery models, reviewing alternatives and potential funding streams to deliver the most effective approach.
- Attract alternative investment models such as social investment.
- Use technology to increase access for customers, allowing them to self-serve where appropriate so that staff can concentrate on those customers who need transformative services.
- Develop and shape supplier markets.
- Maximise the use of Council land and buildings or consider realising their value through disposal.

8.3. Commercial Opportunities

- Ensure resources are focused in taking forward genuine opportunities rather than every commercial opportunity that may exist through developing robust business cases to support new initiatives and ideas to demonstrate their viability before deployment.
- Understand existing markets and customer base to explore whether this can be expanded upon.
- Use business intelligence to analyse current service demands and trends and gain competitive advantages.
- Use the Councils' reserves to invest in developing commercial opportunities balancing risk and reward.
- Investigate innovative financing to fund income generation proposals.

8.4. Creating the Right Environment

- Engage with staff at all levels to ensure they have the skills necessary to work commercially and confidence to develop new ideas and be innovative.
- Embed a commercial approach throughout the one team.

8.5. Approach to Risk

- In applying a commercial approach or identifying opportunities, the associated risks will need to be identified and analysed prior to decisions being taken.
- The level of acceptable risk will differ for each Council and will be dependent on the individual activity and overall risk exposure.
- Risks to be considered will include:
 - Financial
 - Reputation
 - Environmental
 - Legal
 - Social
 - Economic

8.6. Governance

- Ensure robust scrutiny of business case models.

8.7. Measuring our success

- Set clear financial and non-financial performance targets for service delivery to clearly understand how we are achieving which will be reported quarterly to each Council's Cabinet.

DRAFT

High Level Action Plan:

Opportunities to explore which were outlined in the Feasibility Study included:

Existing Commercial ventures – investigate where there could be potential for further commercial opportunities and income streams. These included:

- Assets Management Company
- Property rental and investments income
- Affordable Housing one-stop shop
- Temporary Accommodation
- HR Services to Parishes

Existing income from services – operating in a business-like and commercial way there are a number of differences in income-generation and/or service delivery approaches that each Council could benefit by sharing experiences, as listed below. The redesign of services under the new one team approach; aligning policies, procedures and processes will assist in driving further efficiencies.

- Bin Charging – now approved at Council
- Pre-application planning advice fees
- Street naming and numbering charges
- Commercial Trade Waste

Commercial activities in other councils – investigate potential initiatives which other councils have delivered which the Councils could adopt, areas identified within the Feasibility Study included:

- Commercial Web Advertising
- Energy Provider Partnership
- Service Provision to other local authorities
- Lotteries
- Burial Services

Developing staff - to ensure they have the necessary skills to deliver a commercial approach.

NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1 PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY THE LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information))

Pages 112 to 114 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person