



UNIVERSITY CENTRE

**NEWANGLIA**

Local Enterprise Partnership  
for Norfolk and Suffolk

## Delivery Plan 2019-20

A clear vision to innovate  
and deliver inclusive growth

# Introduction

**The next 12 months is set to test the resolve of businesses as we move through a period of political and economic change. Whilst change will bring challenges and uncertainty it will also bring opportunity. In a complex landscape the role of New Anglia Local Enterprise Partnership (LEP) in helping businesses innovate, grow and seek new opportunities has never been more relevant. Over the coming year we will focus with renewed energy on our core mission of improving productivity and supporting inclusive growth.**

Since 2010 our economy has grown by 9%, outstripping many 'powerhouse' areas. With more than 66,000 enterprises and world-renowned centres of research and innovation, Norfolk and Suffolk is the second fastest growing area for high-growth firms in the UK. It is a fact that investment here delivers growth.

There is no denying that we are operating in a tumultuous climate with significant economic uncertainty and changes ahead, nevertheless business operates on supply and demand – and there is global demand for our offer. We have a great opportunity with our high-growth sectors - clean energy, agri-food and ICT/ digital to supercharge our economy.

We want this area to be a well-connected place, locally and to the rest of the world, and where high growth businesses with aspirations want to be. Making the most of our advantageous location with respect to accessing global markets is where our main opportunity lies. In seizing this, we need to ensure that the needs and aspirations of all our communities and businesses are realised. This means inclusive growth.

This plan outlines how we will be delivering on our mission, priorities and outputs, from April 2019 to March 2020. The Delivery Plan was approved and endorsed by the LEP Board in March 2019.

The plan brings together the LEP's wide portfolio of activities to support economic growth. It captures our strategic activity, including the development of our new Local Industrial Strategy. It also outlines our programmes, including activity funded through the Local Growth Fund. We will measure performance of the plan in our annual review which will be published in autumn 2020.

Norfolk and Suffolk are well-placed for growth and with continued investment we can advance our outstanding clean energy, agri-food and ICT/ digital clusters which will help amplify the UK's great offer to the world as a place to live, work and learn.

## Chris Starkie

Chief Executive,  
New Anglia  
Local Enterprise  
Partnership

May 2019



**9%**  
growth in our  
economy  
since 2010



**66,000**  
enterprises



To deliver on our mission  
we have set **four priorities**  
for the coming year.



1.

**Deliver our Economic  
Strategy and publish our  
new Local Industrial Strategy**

We will continue to deliver our Economic Strategy, monitor its progress and evaluate its impact. We will develop, consult and publish our new Local Industrial Strategy which will be signed with Government.

2.

**Promote our place**

We will invest in our place branding activity, building consensus around the project and taking it to market. We will develop and implement our new inward investment strategy to maximise investment and trade opportunities and continue to lobby Government for funding.

3.

**Strengthen our governance**

We will implement the LEP Review and ensure that New Anglia LEP's governance maintains its position as best in class. We will continue to review the performance and effectiveness of the LEP operating structure to ensure we are delivering outstanding results, delivering value for money and developing a sustainable business model.

4.

**Drive local growth**

We will continue to set, monitor and achieve stretching targets for all LEP funded and LEP delivered programmes. We will review and amend LEP programmes, and wider LEP activity to ensure alignment with the Economic Strategy and to manage the impact of wider economic and political changes such as Brexit.

# Strategic objectives

**Our goal is to transform our economy into one of the best places in the world to live, work and learn. We have set out a clear vision, ambitions and targets in the Norfolk and Suffolk Economic Strategy – our blue print for inclusive growth and productivity.**

The Norfolk and Suffolk Economic Strategy is a shared endeavour between businesses, education providers, local councils, the voluntary and community sector and is led by New Anglia LEP. It outlines ambitious plans for future growth and has been developed using a robust evidence base.

## **We want Norfolk and Suffolk to be:**

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

We will deliver these ambitions through actions and investment in priority places and themes. The strategic delivery plan sets out the actions and is overseen by the Economic Strategy Delivery Coordinating Board.

We have set indicators for the area to deliver and measure progress towards our goals and ambitions. By 2036 we will have added £17.5bn in real terms to our economy, have created 88,000 new jobs, 30,000 new successful businesses and 140,000 new homes. In addition to that, we look to deliver a GVA per hour of £39, increased median wages by £200 more per week and 66% of the population holding NVQ3+ qualifications.

**By 2036 ►**



**£17.5bn**  
will have added  
to our economy



**30,000**  
new successful  
businesses created



**88,000**  
new jobs  
created



**NVQ3+**  
qualifications  
for 66% of the  
population

## Local Industrial Strategy

The Local Industrial Strategy (LIS) is the next stage in the evolution and implementation of our economic strategy. It will build on the economic strategy by setting out in more detail the interventions we will undertake to improve productivity and drive growth. There will be a particular focus on those market opportunities where we have distinctive strengths:

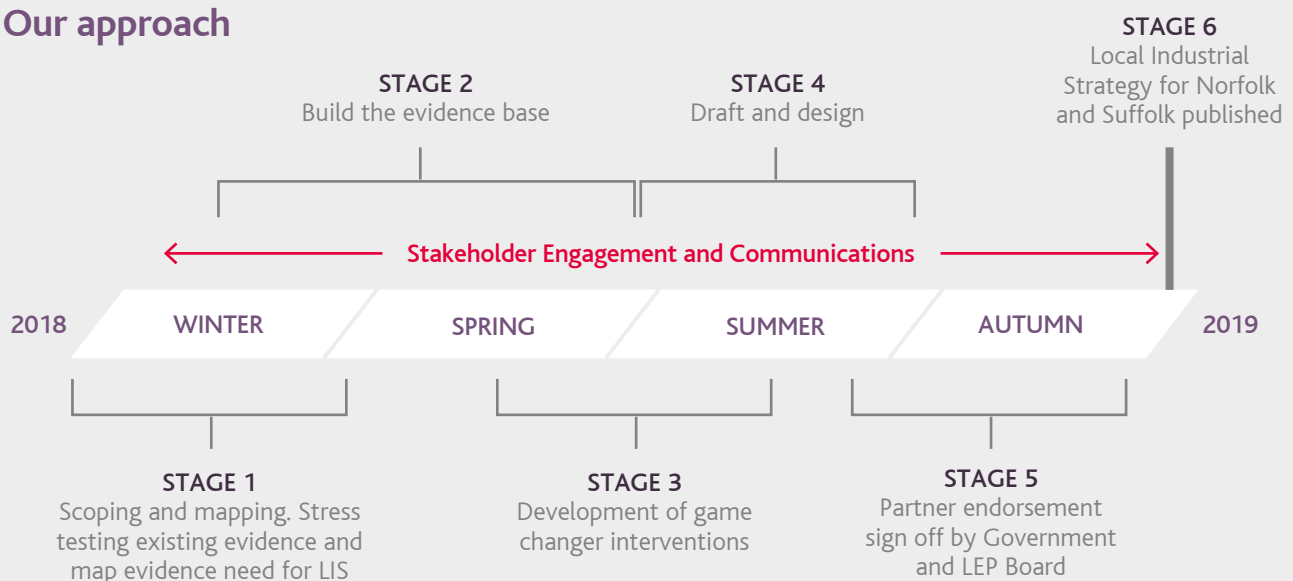
**Clean Energy** ► The only place in the UK where all forms of resource extraction and energy generation exist together, including expertise in microgeneration, growing local energy networks and novel energy storage technologies. Norfolk and Suffolk is home to the UK's leading offshore wind cluster and could potentially meet approximately half of the national Offshore Wind Sector Deal ambition for capacity by 2030.

**Agri-food** ► Norfolk and Suffolk is the most productive farming region in the UK and acts as a 'bread basket' for the UK. The area hosts many nationally and internationally significant food and drink companies which specialise in a wide range of food production and processing alongside leading research in food, health, life sciences and agri-tech at Norwich Research Park.

**ICT & Digital Tech** ► The practical application of quantum technologies has been clearly demonstrated as a competitive advantage at Adastral Park. This is alongside numerous world-leading innovations across the ICT spectrum with new technologies being developed within our major tech clusters around Ipswich and the Cambridge Norwich Tech Corridor.

The approach we are taking to develop the Local Industrial Strategy for Norfolk and Suffolk is set out in the diagram below.

### Our approach





Above:  
IAA and Hydramec

**The Local Industrial Strategy will examine the competitiveness and challenges facing Norfolk and Suffolk businesses through the five foundations of productivity.**

The Local Industrial Strategy will set out how Government, the LEP and partners will collectively cultivate the area's strengths to accelerate growth, create more productive jobs and develop smarter agile businesses.



#### IDEAS

Innovation is highly concentrated in a small number of firms



#### PEOPLE

An attractive place to live but low skills and wage levels



#### INFRASTRUCTURE

Strong transport links to London but need investment in key arteries



#### BUSINESS

A strong inward investment offer with fastest growth in larger businesses



#### PLACE

A diverse area with two main cities, market towns and rural areas



## LEP Forecast Outputs 2019/20

The delivery of the Economic Strategy and the achievement of its targets require the collective endeavours of the private and public sectors.

This will also be impacted by external factors including national and global economic changes.

Within this context, New Anglia LEP's investments and programmes have an important part to play in the delivery of the Economic Strategy.

We have set the following objectives for 2019-20 which will help achieve the overall targets by 2036. The 2018/19 figures are subject to final audit.



### JOB

Target achieved  
2018/19 ► 1,130

Target  
2019/20 ► 1,400



### HOMES

Target achieved  
2018/19 ► 38

Target  
2019/20 ► 200



### NEW BUSINESSES

Target achieved  
2018/19 ► 228

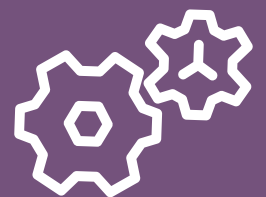
Target  
2019/20 ► 317



### PRIVATE MATCH (£M)

Target achieved  
2018/19 ► 64

Target  
2019/20 ► 62



Left:  
A12 Gateway and  
Ipswich Waterfront

# Strategic activity

**This covers the wider strategic activity and influencing through partnership working and convening undertaken by New Anglia LEP. Our core activity is focused on the following strands: Economic Strategy and Local Industrial Strategy; inward investment and promoting our place; skills; sector development and innovation; infrastructure; partnership initiatives and Brexit.**

## Economic Strategy and Local Industrial Strategy (LIS)

**Overall aim ►** Manage the effective delivery of the Economic Strategy and develop a Local Industrial Strategy for Norfolk and Suffolk which focuses on opportunities which could deliver significant impact on productivity and growth. Activities to help deliver the overall aim include:

- Work with the Economic Strategy Delivery Coordinating Board to implement the economic strategy delivery plan and develop the Local Industrial Strategy. Engaging with partners to develop interventions covering the five foundations of productivity, monitor and report progress on an annual basis.
- Develop a funding framework which outlines the approach we will take to securing funding to support the delivery of the Economic Strategy and Local Industrial Strategy.
- Enhance the Economic Strategy's evidence base working with the New Anglia Data Practitioners Group adding to the open source data available on the LEP website and developing further quantitative and qualitative evidence to support the development of the Local Industrial Strategy and interventions.
- Embed evaluation into intervention development and delivery through the implementation of a revised evaluation plan.



## Inward investment and promoting our place

**Overall aim ►** Develop and implement a proactive inward investment and exports strategy with a results-based approach. Activities to help deliver the overall aim include:

- Deliver a strong and inspiring brand for Norfolk and Suffolk, launch targeted campaigns and support major events activity including MIPIM UK to raise the area's profile with partners such as the Department for International Trade (DIT).
- Develop and maintain new web-based systems and processes for inward investment and business enquiry handling.
- Identify opportunities to develop and support new programme activity and/ or infrastructure to enhance and accelerate the growth in key sectors and within priority places and key sites including Enterprise Zones.
- Work with local authorities and land owners to progress new development at pace on Enterprise Zone sites, and identify and remove barriers to encourage investment.
- Support the ERDF Invest East Programme to strengthen investment readiness, accelerate business scale up and support inward investors.

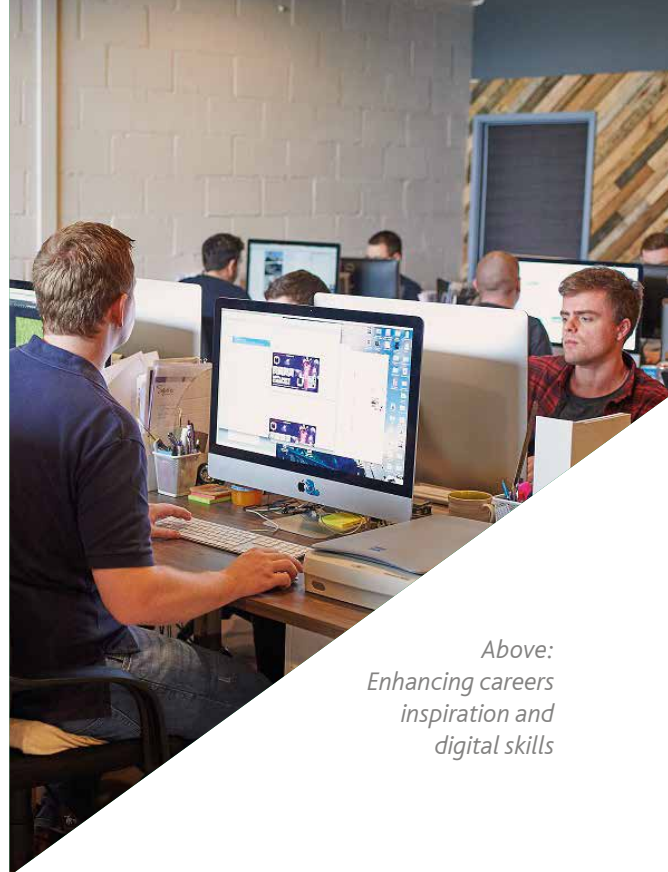




## Skills

**Overall aim** ► Work with the Skills Board and partners to deliver the overarching vision 'To support the growth of an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals'. Activities to help deliver the overall aim include:

- Enhance careers inspiration and digital skills ensuring activity spans across young people and workforce.
- Enable the Skills Board to take on the responsibilities of the Government's new Skills Advisory Panels by October 2019.
- Implement the recommendations of the sector skills plans working with the relevant sectors/ skills groups.
- Build a better understanding of the challenges and opportunities for improving digital skills challenges across Norfolk and Suffolk working with the New Anglia Digital Skills Taskforce to develop a plan of action.
- Further develop the Enterprise Adviser Network and Careers Hub, grow the number of Enterprise Advisers and the number of schools that are engaged with a focus on Gatsby benchmarks 5 and 6, and all 8 Gatsby benchmarks in the Careers Hub schools.
- Rationalise the governance on careers inspiration across Norfolk and Suffolk and bring key parties together to improve collaboration and delivery of the agenda.
- Working with Youth Pledge steering group and partners to deliver our Youth Pledge to see that every young person in Norfolk and Suffolk receives the support they need to get into education, training, an apprenticeship or a job within three months of leaving education or employment.



*Above:  
Enhancing careers  
inspiration and  
digital skills*



## Sector development and innovation

**Overall aim** ► Develop, strengthen and support the development of sector/ clusters groups and networks. Activities include:

- Develop new sector group partnerships and industry councils in line with priority themes, including ICT/ digital, clean energy and agri-food, to deliver the priorities of the LIS and Economic Strategy.
- Work in partnership with other regions/ LEAs and Government Departments, including BEIS, Catapults and DIT to collaborate and develop cross-regional opportunities in key sectors such as nuclear new-build, food and drink, energy and advanced manufacturing.
- Work with the Innovation Board and key stakeholders such as Innovate UK to produce an Innovation Prospectus and promote funding and support for innovation to local businesses.
- Produce and implement a new strategic framework and structures to develop and promote a network of innovation clusters and hubs.

*Below:  
Orbis Energy*





## Infrastructure

**Overall aim ►** Lead the continuous development and implementation of critical infrastructure initiatives and projects covering transport, housing, digital connectivity, utilities and flood defences, working closely with the relevant board, groups and the Local Authority teams. Activities to achieve the overall aim include:

- Work with the Local Transport Body and partners to implement the transport infrastructure element of the Economic Strategy for Norfolk and Suffolk and the Integrated Transport Strategy.
- Work with Transport East partners to speak with a clear voice about the region's transport needs, including how best to prepare for the future and attract multi-million transport infrastructure funding.
- Continue working with Hertfordshire LEP, Cambridgeshire and Peterborough Combined Authority and local authorities to develop a delivery plan for the Local Energy East Strategy.
- Support development of key infrastructure with partners such as the ports to underpin future investment in the energy sector and Enterprise Zone sites.



## Brexit

**Overall aim ►** Work with businesses to help them prepare for and contend with the changes brought about by Brexit.

- Provide 'intelligence' by acting as an information resource to Government and engage with partners and business to collect intelligence.
- Offer 'advice' by signposting most relevant information for the business community regarding the future relationship with the EU.
- Offer 'funding' and work with Government to help shape future funding which will replace European Structural and Investment Funds.
- Identify 'strategic opportunities' and consider implications of Brexit in the development of strategic actions.
- Review LEP programmes to respond to issues and opportunities raised by Brexit.

## Partnership initiatives

**Overall aim ►** To deliver on a key theme of the Economic Strategy which is 'Collaborating to Grow'. This involves working between public and private sectors, across sectors and with other regions to identify and drive regional, national and international opportunities.

The examples below demonstrate the wide range of activity and projects that New Anglia LEP is involved with or leading on.

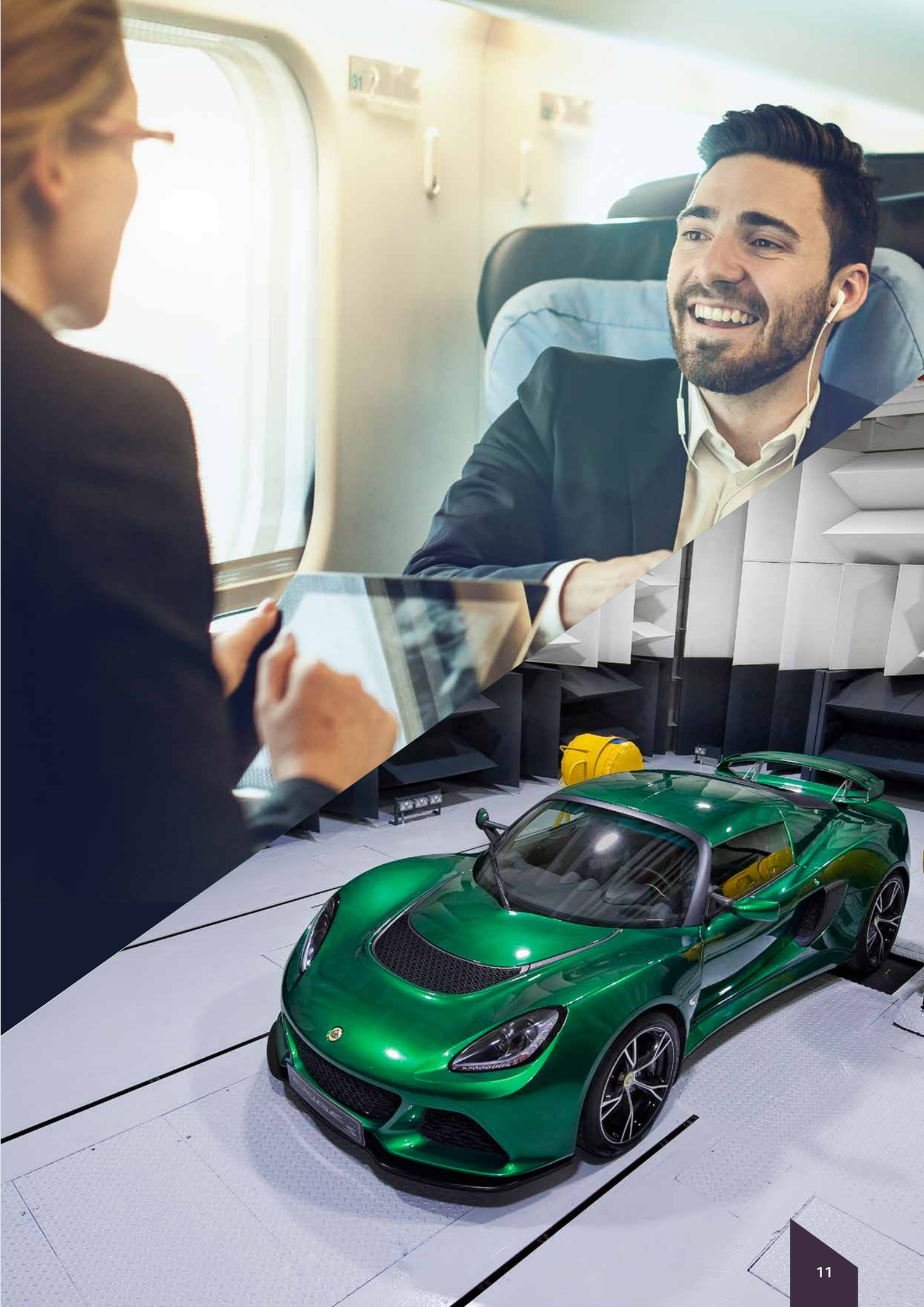
**Cambridge Norwich Tech Corridor ►** A public/private partnership initiative, supported by New Anglia LEP, to help promote and develop a 100km economic growth corridor linking Cambridge and Norwich, focused on enhancing technology-based clusters. The initiative will drive inclusive growth and ensure the sustainability of its communities for future generations. It also helps attract and retain the next generation of talent by creating the perfect environment for high-growth, purpose driven tech businesses to flourish and provide high-value jobs.

**Ipswich Vision ►** A partnership led by the LEP including seven key organisations representing local authorities, education and business. The initiative supports and implements key priority projects to enhance economic growth in Ipswich, including new infrastructure, commercial and housing development, enterprise zones, public realm, business support and inward investment promotion.

**Greater South East Energy Hub ►** The Hub is a collaboration of eleven LEPs, which includes New Anglia. This partnership works together to increase the number, quality and scale of local energy projects being delivered across the South East of the UK.

*Right: Implementation of critical infrastructure initiatives including transport; and Lotus HQ manufacturing facility at Hethel*







# Growth Deal

**Our ambition is to transform the local economy into a global centre for talent and innovation. To achieve this we have signed a multi-million pound Growth Deal with Government which will boost the region's skills, drive innovation, target support to help small businesses to grow and improve transport and infrastructure. New Anglia LEP has been awarded £290m by Government from the Local Growth Fund to deliver the Growth Deal.**

Priorities for the Growth Deal in 2019/20 include awarding the remaining £19m of unallocated Growth Deal funding through an open call for projects, focusing on the themes of Skills, Innovation and Productivity.

Also maintaining spend against profile for 2019/20, adjusting where necessary to maintain effective delivery of the overall programme. Any underspend or savings allocated accordingly with a further call for projects or review of the project pipeline if necessary. The Local Growth Fund allocation for 2019/20 is £24.6m together with unutilised funding from prior years gives a total allocation for 2019/20 of £42m. When funding has been contracted the projects will be added to the tables.

## Programmes supported through the Growth Deal

**Growing Places Fund** ► The fund's budget for 2019/20 will be £3.42m. Demand for smaller commercial loans has been increasing, particularly to support the construction or refurbishment of office or light industrial space. Requests for loans for more substantial infrastructure to unlock

development sites are also expected to come forward during the year. The Growing Places Fund will support the construction of 150 new homes during 2019/20, with £26m match levered, including £7.2m private match.

**Growing Business Fund** ► The fund remains the flagship business support programme for the LEP. Demand is extremely strong with the potential to exceed available budgets during both 2019/20 and 2020/21. The programme will focus where possible on supporting higher growth companies incorporating innovation and productivity measures as a result of grant intervention. Budget allocation for 2019/20 is £3.79m which is made up of £2.79m for this year and £1m brought forward from a future allocation of the Growing Business Fund. This aims to deliver 175 (minimum) new jobs and £16m private match funding.

**Enterprise Zone Accelerator Fund (EZAF)** ► Designed to support co-investment opportunities with local authorities on Enterprise Zones, the EZAF has a budget allocation of £5m for 2019/20 but expects to work with projects requiring investment of up to £8.5m during the year. An investment of over £5m will be made in King's Lynn during 2019/20.

## Growth Deal projects approved and due to commence during 2019/20

Project type	Project Name	Project Cost	GD Award value	Start date
Infrastructure	Eye Airfield Access Link Roads	£5,360,000	£1,460,000	01/07/19
	A140 Hempnall Roundabout	£4,352,465	£650,770	18/01/19
Ideas & Innovation	Honingham Thorpe Food Enterprise Park	£2,534,684	£1,000,000	01/01/19
Place	Bacton-Walcott Coastal Management	£21,000,000	£1,080,000	01/04/19
	Snap Maltings Flood Defences	£500,000	£125,000	01/01/19
	Great Yarmouth Flood Defences	£39,000,000	£8,200,000	01/10/19
Total		£72,747,149	£12,515,770	

## Growth Deal projects already commenced and underway

Project Type (Productivity)	Project Name	Project Cost	Total GD Award Value	2019/20 Allocation
Infrastructure	NATS - City Centre Package	10,115,000	7,765,000	2,684,967
	NATS - A11 Corridor	3,818,163	3,410,000	897,587
	Attleborough Sustainable Transport Package	4,621,000	4,621,000	2,434,824
	Great Yarmouth Transport Package	8,251,000	8,251,000	2,662,748
	Thetford Transport Package	2,899,000	2,386,000	743,097
	Great Yarmouth Rail Station Interchange	2,500,000	2,000,000	596,298
	Ely Area Rail Enhancement Scheme	8,800,000	3,300,000	2,221,425
Ideas & Innovation	Snetterton Employment Area	4,092,706	2,650,000	1,765,293
People & Skills	West Suffolk College - Energy & Tech Centre	8,691,500	7,000,000	2,241,133
	East Coast College - Energy & Offshore Ind.	11,431,760	10,000,000	1,815,432
Place	Lowestoft Flood Alleviation Scheme	33,989,000	10,000,000	5,384,040
Total		£99,209,129	£61,383,000	£23,446,844

## Growth Deal outputs expected during 2019/20

Output Category	Overall Forecast to 2021	Achieved to date	2019/20 Forecast
New Jobs Created	1,825	1,845	263
Apprenticeships Created	46	25	7
New Homes Completed	545	221	200
Businesses New to EZ or Innovation centre	50	76	10
New Commercial Floor space (sqm)	1,451,900	21,571	175,000
New or Resurfaced Road (km)	25	27	0
New Cycleway (km)	0	9	0
New Learning Space (sqm)	9,055	8,793	6,125
New Student Learners	2,057	1,028	721
New Apprentice Learners	399	108	155
Local Authority Match spending (£)	94,199,770	116,607,719	6,395,770
Other Public Match Spending (£)	292,335,810	149,268,562	47,008,930
Private Match Spending (£)	203,510,000	134,950,929	33,820,000
Third Sector Match Funding (£)	0	7,535,900	0

# LEP investment to April 2019



HM Government

£290m Growth Deal secured from Government to create jobs, boost skills and improve infrastructure



- ▶ Grants and loan funding supporting major infrastructure projects
- ▶ £30m capital investment to date



2019/20  
Budget  
£3.42m



- ▶ Over £19m grants to 360 businesses
- ▶ £160m private investment unlocked
- ▶ 2,400 jobs to be created

2019/20  
Budget  
£3.79m



- ▶ £1.9m grants to 190 businesses
- ▶ £8m private investment unlocked



- ▶ 7,460 businesses engaged
- ▶ More than 36,000 hours of face to face support

2019/20  
Budget  
£819k



- ▶ £855,000 awarded to social enterprises
- ▶ 357 people helped into paid employment
- ▶ 1,174 people ready for work



- ▶ £3m angel investment fund
- ▶ £2m pledged investment to 12 projects
- ▶ £1m additional allocation



**Benefiting businesses with reduced business rates, superfast broadband and simplified planning.**

**Great Yarmouth & Lowestoft EZ**

- ▶ 50 businesses
- ▶ £44m private investment
- ▶ 2470 jobs created

**Space to Innovate EZ**

- ▶ 65 businesses
- ▶ £14m private investment
- ▶ 1494 jobs created

2019/20  
Targets

1,140 Jobs

37 Businesses

27,750m<sup>2</sup>  
Floor space

£28m Private  
Sector Capital  
Investment







# Delivering growth in 2019-20

In addition to the Growth Deal, the LEP operates a number of programmes delivering a range of improvements and activities to support economic growth in the region. These programmes all contribute to the delivery of the Economic Strategy.

## Business Growth Programme: Business Support

Programme supported by European Programme ERDF funding and delivered in conjunction with the New Anglia Growth Hub. Additional Innovation/R&D funding programme to be launched during 2019/20 to provide further complimentary support to local businesses. Grant budget for 2019/20: £819k

### Targets for 2019/20 ►

Businesses receiving grants	75
Businesses receiving 'in-depth' support - more than 12 hours	240
Start-ups supported	280
Value of grants received by businesses	£0.94m
Private investment provided by businesses	£3.67m
Employment increase in supplied businesses	334
Businesses introducing new products	12
Businesses receiving information/ diagnostic/ brokerage	735

## Innovative Project Fund

This revenue support programme focuses on innovative projects generated from within the small to medium-sized business community. Supported through a sustainable Enterprise Zone income stream, the programme has a proposed annual budget of £500k. The first approved projects will be awarded grant funding during Q1 of 2019/20.

## Enterprise Adviser Network

Continue to develop an effective Enterprise Adviser Network building capacity in schools and colleges across Norfolk and Suffolk to improve the quality and consistency of careers, work-related and enterprise education delivered to students and to broker activities with businesses and enterprise providers. Working with the Careers and Enterprise Company our targets for the end of August 2019 and August 2020 are:

Targets ►	Aug-19	Aug-20
No of educational institutions signed up to the Network	85	105
No of mainstream and FE institutions matched to at least one EA	71	105
% of matched institutions fully achieving Gatsby Bench Mark 5	50%	70%
% of matched institutions fully achieving Gatsby Bench Mark 6	45%	55%

Targets for the academic year 2019/20 will be reviewed with the Careers Enterprise Company during summer 2019.

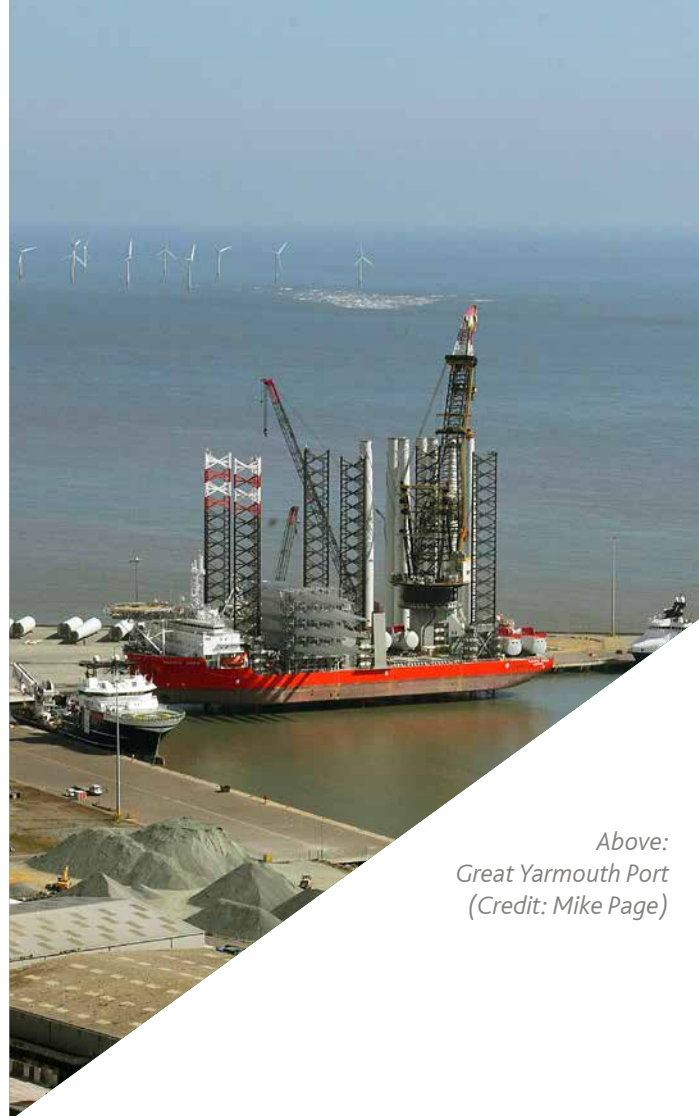
## New Anglia Capital

The equity investment fund invests in pre-revenue and early stage companies looking to grow and create new jobs in the region. Delivered in conjunction with regional angel investors, the programme also supports the growth of the angel network in Norfolk and Suffolk. For 2019/20 one exit from the current portfolio is anticipated to be generated to reinvest in the funding pot.

## Careers Hub

The New Anglia Careers Hub comprises of 32 schools across Norfolk and Suffolk and has been set up with the aim of all schools in the Hub fully achieving all eight Gatsby Benchmarks by the end of August 2020. This is to be achieved through support of the matched Enterprise Advisers. Targets for delivery are as follows:

Targets ►	Aug-19	Aug-20
Target matched institutions fully achieving Gatsby Bench Mark 5	55%	100%
Target matched institutions fully achieving Gatsby Bench Mark 6	45%	100%
No of schools fully achieving a minimum of 4 Gatsby Bench Marks	100%	N/A
No of schools fully achieving a minimum of 8 Gatsby Bench Marks	N/A	100%



Above:  
Great Yarmouth Port  
(Credit: Mike Page)

## Enterprise Zones (EZ)

Designated commercial development zones that offer incentives e.g. business rates relief, Government support and simplified planning. New Anglia LEP hosts two Enterprise Zones (both multi-site) the Great Yarmouth and Lowestoft EZ and Space to Innovate EZ. The two zones promote development opportunities across 16 commercial sites.

Targeted delivery ►	2019/20
Number of Jobs in EZ	1,140
Number of Businesses Moving In	37
Floor space Delivered	27,750m <sup>2</sup>
Private Sector Capital Investment	£28m



# LEP board

**New Anglia LEP's Board is business-led. It is comprised of highly committed leaders from the private sector, public sector and education. Their role is to guide and advise the executive team to ensure a sharp focus on activities to help grow jobs and remove the barriers to growth, for business.**

The Board is required to approve the LEP's significant and strategic decisions, including annual budget, business plans and the Economic Strategy. It also retains overall responsibility for risk and performance. Our board members give their time voluntarily to support the LEP. Dates for board meetings, agendas, papers and registers of interests for all board members are available at [newanglia.co.uk/our-board](http://newanglia.co.uk/our-board)

More information about how the LEP operates, and its processes and procedures can be found in its [Local Assurance Framework](#). Our Assurance Framework covers how our board is formed and governed, how our decisions are made and how our programmes are funded and managed. The Assurance Framework also provides the Government with assurance that the LEP is operating correctly.



**Doug Field**

Chair of New Anglia  
Local Enterprise Partnership  
& Joint Chief Executive, East  
of England Co-op



**Dominic Keen**

CEO, Britbots &  
SME Business Board  
Representative



**Steve Oliver**

Chairman,  
MLM Group



**Johnathan Reynolds**

Director,  
Nautilus Associates



**Lindsey Rix**

LEP Deputy Chair &  
Managing Director  
Savings & Retirement, Aviva



**Sandy Ruddock**

New Anglia LEP's  
SME Business Board  
Representative & Owner,  
Scarlett and Mustard



**Jeanette Wheeler**

Partner, Birketts LLP



**Prof. Tim Whitley**

MD Applied Research  
& MD Adastral Park, BT



**Matthew Hicks**

Leader,  
Suffolk County Council



**Andrew Proctor**

Leader,  
Norfolk County Council



**David Ellesmere**

Leader,  
Ipswich Borough Council



**Alan Waters**

Leader,  
Norwich City Council



**John Griffiths**

West Suffolk Council



**Dr. Nikos Savvas**

Principal,  
West Suffolk College



**Prof. David Richardson**

Vice-Chancellor,  
University of East Anglia



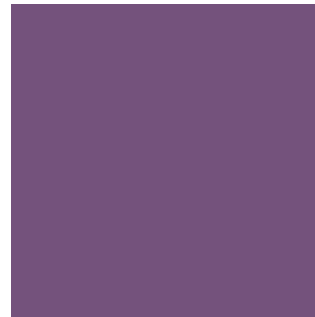
**Claire Cullens**

Chief Executive of Norfolk  
Community Foundation



**Pete Joyner**

Managing Director at  
Shorthose Russell and  
Thissaway



**Public Sector Vacancy**

To be filled after  
May local elections





For more information,  
please visit [newanglia.co.uk](http://newanglia.co.uk)

Call 01603 510070

**Twitter** @NewAngliaLEP

**LinkedIn** New Anglia Local Enterprise Partnership

Figures are correct on 28 May 2019