

Economic strategy

For growth & opportunity
November 2017



Unlimited



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connection
talent
attraction
space



Our potential by 2036...



88,000
net new jobs



£39
GVA per hour



140,000
new homes



30,000
new businesses



£200
*per week median
wage increase*



66%
*of the population with
NVQ 3+ qualification*

















**A higher
proportion
of people**
*engaged in the
labour market than
across the UK*



£17.5 billion
*in real terms of growth
in our economy*

Our place

Map key

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





Foreword

Our economy contributes £35bn to UK plc and investment here delivers growth. Since 2010 our economy has grown by 9%, faster than many “powerhouse” areas. Ours is a diverse economy, but with globally competitive clusters that drive our success. We are well connected to London, Cambridge and wider international markets, with higher than average levels of economic activity. We are ambitious for future growth and we will work with Government and private investors to deliver it.

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

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

We are determined that growth will be inclusive, benefiting all our people. We are looking ahead to the Government’s industrial strategy, working together as business leaders, local authorities, the voluntary and community sector, universities and colleges to drive future success in a place where businesses and residents can thrive and succeed. We are exploring new models of funding and financing the infrastructure we need, because the evidence shows we can deliver returns and growth.

We are confident in our ambitions because they are built on the success of our original 2014 Strategic Economic

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

Collaboration and hard work from all partners has been at the heart of this success. Together we have invested and delivered transformative projects and initiatives. MyGo in Ipswich is the first dedicated youth employment centre in the country and we have one of the most established Enterprise Advisor Networks of any region, connecting local business leaders with local schools and colleges helping to motivate and inspire young people.

We have the world’s first International Aviation Academy in Norwich and expanded the network of specialist innovation and enterprise centres - Norwich University of the Arts Ideas Factory, University of Suffolk’s Ipswich Waterfront Innovation Centre, University of East Anglia Enterprise Centre and King’s Lynn Innovation Centre. Other investments include the flood alleviation scheme in Lowestoft, the regeneration of the Cornhill - bringing a new heart to the retail centre of Ipswich and 19 transport projects including a relief road for Bury St Edmunds to

unlock 500 new homes (including 30% affordable), 68 hectares of strategic employment land, a school and leisure centre.

Our Community Challenge fund has provided grants to grassroots voluntary and community groups, supporting people from disadvantaged backgrounds and facing barriers to economic participation.

Sixteen sites across the two counties have secured Enterprise Zone status, providing benefit from business rate discounts, simplified planning and access to superfast broadband. Our award-winning Growth Hub has worked with over 6,300 businesses giving 29,300 hours of face-to-face support. We have achieved much, but there is more to do. Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it can respond and succeed in a fast changing world. The Government’s emerging Industrial Strategy also provides an opportunity to further boost our sectors and drive growth.

Doug Field

*Chairman of
New Anglia Local
Enterprise Partnership*



We have an excellent understanding of how our economy is working, how it is changing and what our sectors need. We know that:

❖ We make a very significant contribution to UK plc. We have excellent business opportunities, high quality and affordable places to live, a good availability of commercial land and a fantastic leisure and cultural environment, all close to London and Cambridge. We need to make sure that this offer is well understood and recognised by Government to make the case for the public and private investment needed to drive future growth.

❖ We have strengths in clean energy, digital, life science and high value food production. These sectors all have high value growth opportunities. They are often concentrated near communities which do not have all the skills needed to fully benefit. Linking investment in skills more closely with the communities and businesses nearby will provide more opportunities for residents.

❖ Improving technical skills and adopting new techniques will further drive productivity and growth. Many businesses across different sectors have increasingly similar technical needs. Developing links between business and our world class universities will help drive further innovation.



Above: Stokes Sauces, Rendlesham, East Suffolk

❖ Norfolk and Suffolk is an attractive place to live and work. People of all ages, including young people, families and skilled professionals move to the area every year. Building on this success, we need to encourage even more young people and families to stay or locate in Norfolk and Suffolk, showing them the opportunities and careers that exist in our economy for people of all ages.

❖ Recent investment has and will continue to improve our road, rail and digital networks. This is particularly important given the area's large travel to work areas and with rail commuting increasing. But we can go further and faster. Many of the area's businesses rely on mobile and broadband connectivity and increasingly more will do so as patterns of home and remote working and networked businesses grow.

Macro-economic changes such as technological advances and automation will change how we maximise these opportunities and act on these opportunities in the years ahead. The country's exit from the EU will also alter Norfolk and Suffolk's interaction with partners in Europe and further afield. Opportunities arising from changes to migration, trade and funding should be harnessed to drive the area's economy, whilst recognising that the current uncertainty will impact on business and investor sentiment.

We have major growth locations in Norfolk and Suffolk, with a robust evidence base and detailed understanding of what is needed to continue to drive and unlock their further success. The locations are our priority places and include:

- ❖ Ipswich and the surrounding area.
- ❖ Norwich and the Greater Norwich area.
- ❖ The Norfolk and Suffolk Energy Coast, including Bacton, Great Yarmouth, Lowestoft and Sizewell, with assets on and offshore.
- ❖ The Cambridge-Norwich corridor growth – connecting two global centres of research.
- ❖ The critical east west growth corridors along the A47 from Lowestoft and Great Yarmouth to King's Lynn and the A14 from Felixstowe through Ipswich, Stowmarket, Bury St Edmunds, Newmarket and Haverhill to Cambridge.
- ❖ King's Lynn - and the A10 and rail corridor to Cambridge.

Boosting our infrastructure is central to delivering all our ambitions. Our priority places are interconnected, dependent on transport links and draw on many of the same labour markets and supply chains. We will prioritise improvements to our digital and transport infrastructure and utility provision, using our own funding and making the case to Government where national investment is needed.

Based on the evidence we have agreed stretching but achievable ambitions. We want Norfolk and Suffolk to be:

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

We will deliver these ambitions by prioritising action and investment in the priority places above and the five themes shown right.

We have set ambitious targets which we will use to measure progress towards our goals. **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**, have a **GVA per hour of £39**, **increased median wages by £200** more per week and **66% of the population holding NVQ3+ qualifications**.

Our economy is most successful when we work together for the benefit of the people of Norfolk and Suffolk. We have achieved much since 2014, but there is plenty more to do.

We are an ambitious and inclusive region, contributing significantly to the performance of UK plc and committed to delivering the standards of living we expect for all our communities.

Our offer to the world



Driving business growth and productivity



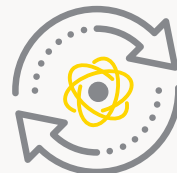
Driving Inclusion and Skills



Collaborating to grow



Competitive clusters close to global centres



The strategy

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

Examined the evidence

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

Set challenging but achievable ambitions

which are based on the evidence and describe the place and economy we want Norfolk and Suffolk to be.

Agreed the themes

under which we are going to prioritise action and investment.

Agreed the priority places

where investment and action is most likely to deliver a strong return.

Identified Economic Indicators and set targets

to measure success and drive delivery.



Economic profile at a glance



35.5bn
contribution
to the UK plc



61,000
independent
enterprises



£2.9bn
goods every
year exported



78%
employment rate*
compared 74%
across the UK



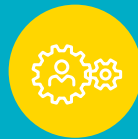
9.6%
faster growth
than other 'power-
house' areas



14%
below the UK
average in living
standards



2nd
fastest area
for high-growth
firms in the UK**



0.04%
average annual
improvement in
productivity
since 2009†



**1,626,
900**
population
in 2015



Median property prices 2016

Norfolk £191,700
Suffolk £204,400
England £218,300

Workforce NVQ Qualification levels in Norfolk & Suffolk in 2015

37% Level 4, 21% Level 3,
23% Level 2, 15% Level 1,
4% None



Norfolk and Suffolk 2017

To underpin our ambitions and make sure we set the right priorities to deliver them, we have developed a detailed and accurate understanding of our economy and business base, through a shared analysis and evidence base.

This will inform a wide range of plans and strategies in our region and provides an excellent common understanding of our economy. It can be found in our Evidence Report, published alongside this strategy and is summarised in this section.

Summary

Norfolk and Suffolk has a £35.5bn economy which has grown by 9% since 2010, faster than a number of 'powerhouse' areas. There are a record number of people engaged in the economy, with 82% of the working age population in Norfolk and Suffolk economically active (compared with 78% across the rest of the UK), high levels of employment (78.2%, against a UK average of 73.8%), and low unemployment (4%, against a UK average of 5.4%).

Norfolk and Suffolk was hit hard by the 2008 recession and in the run up to it, with GVA per head declining from 2006 and not recovering fully until 2011. There was a long-term reduction in economic performance compared with the UK average, largely due to a loss of higher value jobs which were not replaced. Though the 2014 Strategic Economic Plan drove our recovery, the economy has still not completely recovered from this structural hit. Productivity (GVA per hour is 96% of the UK average) and job growth (5.3% between 2010-15, against 6.8% in Great Britain) are still challenges for the area. Norfolk and Suffolk has grown and continues to grow, but needs to do so faster than elsewhere to catch up with the UK and achieve the step change we are striving for.

A diverse economy, with important specialisations

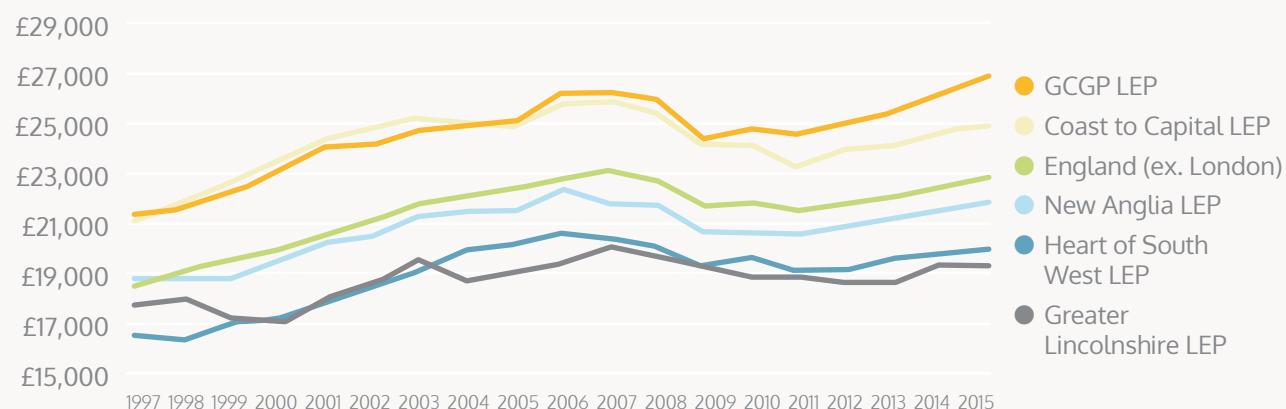
Norfolk and Suffolk has a diverse and well-balanced economy, with growing and important specialisations that make a significant contribution to the national economy. These include globally important clusters in ICT and telecoms, life sciences and genomics, clean energy and financial industries.

The insurance and financial sector continues to be a competitive strength for the area, despite declines in the UK as a whole. The sector remains stronger here than the UK average, with important centres in Norwich and Ipswich, including growing numbers of innovative fintech firms. The agriculture, food and drink sector is also

important, with 111,136 jobs and major brands based in the area. As the number of jobs in traditional agricultural production has declined, there has been job growth in higher value food processing. The area has also seen rapid growth in business services (30.9% between 2010 and 2015) and digital businesses (3000 new jobs over the same period).

The Port of Felixstowe handles over 40% of UK container traffic, alongside ports at Great Yarmouth, Lowestoft and Ipswich. This makes logistics and port related businesses an important sector, contributing £2.3bn of GVA and employing 47,364 people. **More details on our nine focus sectors are set out on pages 12 to 14.**

GVA per head growth 1997-2015: New Anglia and comparators



People and Skills

Younger people and families also see Norfolk and Suffolk as an attractive place to live and work. In 2015, significantly more people chose to come to the area rather than leave. This is particularly so for people over 35, many of whom relocate with their children from North London, Essex and Cambridgeshire and this is helping fill skills gaps. Norfolk and Suffolk also has an ageing population, 23.1% being over 65 compared to 17.8% in the UK. This is an engaged, if older, population with a huge contribution to make.

... *Norfolk and Suffolk has a more economically active population than the UK average.*

Skill levels and wages however are lower, with more jobs than the national average in lower paying industries. Continuing to enable local people to access the skills they need to benefit from and drive future growth sectors such as clean energy, digital, life sciences and higher end business services will be central to continuing to increase wage levels and living standards.

Only 31.2% of Norfolk and Suffolk's working-age residents have a further or higher education degree, compared to 36.9% in the UK. However, fewer residents have no qualifications (7.7%) than the UK average (8.8%). The share of managers and senior staff (2015) is in line with the UK average, though there is also a higher than average share of residents in lower value jobs.

Connectivity and commuting

Connectivity within Norfolk and Suffolk is extremely important. Whilst external commuting is increasing, 91% of the area's residents work here and 94% of Norfolk and Suffolk workers live in the area. 55,000 residents commute outside Norfolk and Suffolk to work every day, with the main destinations being Cambridge (including

Cambridgeshire), Central London and Colchester. Rail use in the region has increased significantly since 2010, particularly on the direct commuting lines to Cambridge. Almost 35,000 workers commute to Norfolk and Suffolk every day, primarily from East Cambridgeshire and Colchester.

Norfolk and Suffolk's transport connections are strong. Ipswich is 60 minutes from London and 45 minutes from Norwich. Improvements to digital and physical infrastructures have been a central part of the LEP's strategy, with a new Greater Anglia rail franchise bringing the biggest new fleet of trains in the UK and associated capacity, reliability and frequency improvements as well as investment in the franchise to the west of our region. Significant improvements in road connectivity, such as the completion of the dualling of the A11, have cut road journey times. Further investment in the road and rail networks will continue to build on this, promoting key arteries to the north, south and west and fulfilling aspirations for improved services between centres including Ipswich and Cambridge, Norwich and

Below: The Winerack on Ipswich waterfront (shown before and after) has been transformed thanks to a £5m investment from New Anglia LEP.



Cambridge and King's Lynn and London.

International connectivity is also advantageous. Norwich International Airport provides fast connections to and outside Europe as well as to other UK cities. It is also the main base for aviation access to nearby North Sea gas, oil and renewables installations. The region also benefits from its proximity to Stansted, the UK's 4th largest airport by passenger traffic, with more than 170 destinations worldwide. Felixstowe, Lowestoft and the area's other ports at Great Yarmouth, Ipswich and King's Lynn also provide strong international shipping links.

Digital connectivity is strong and improving. Our ambition to increase coverage of Superfast broadband to 95% is becoming a reality, a multi-million pound investment by partners in Norfolk and Suffolk on target to achieve this by 2019. We are also working on improving mobile connectivity, particularly in rural areas. This is a particular problem for encouraging growth in our rural areas, with tourists and high value incomers dissuaded by poor mobile signal.



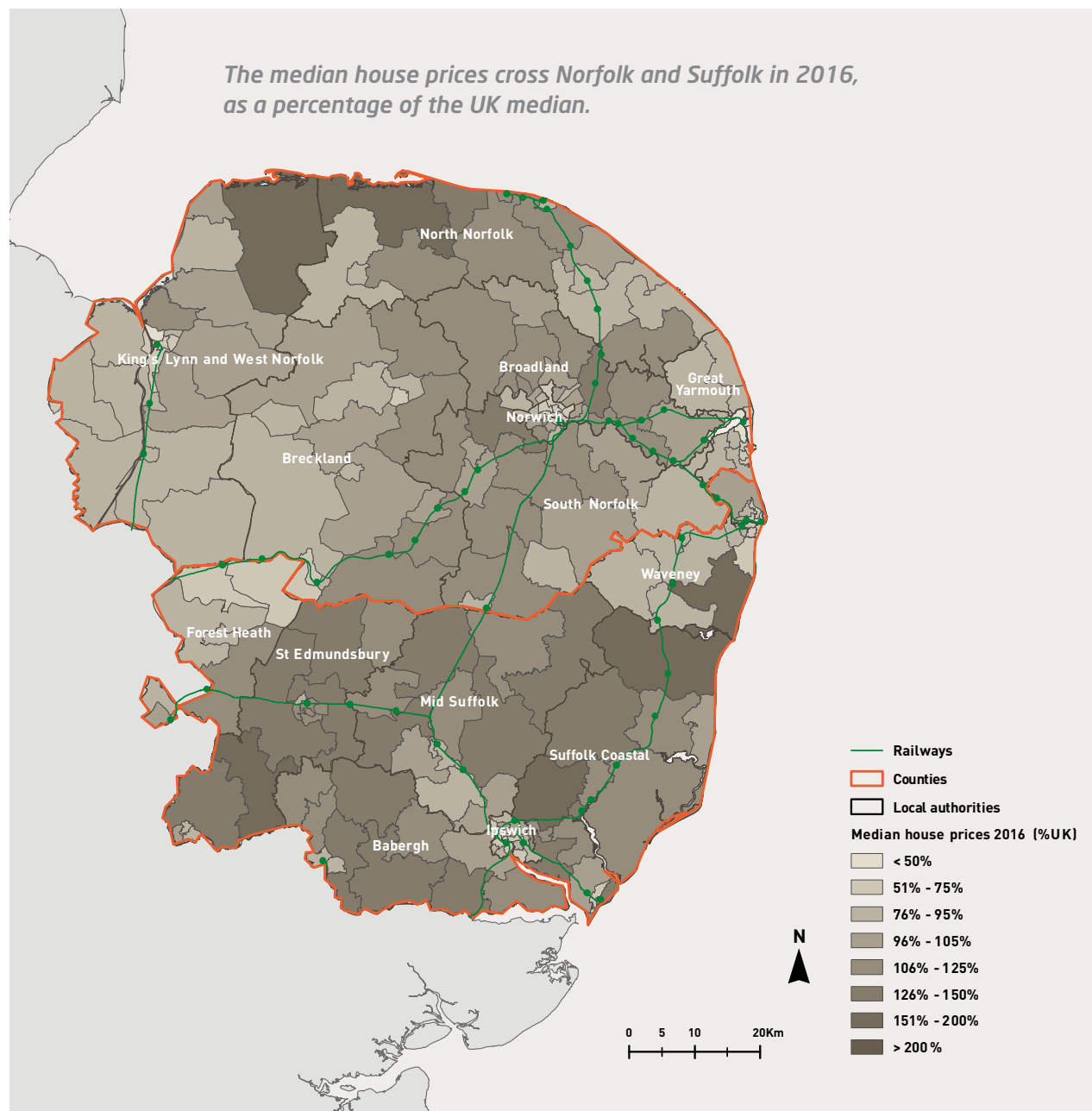
Housing and Commercial Property

Since the 2014 strategy, 18,850 homes have been built and 253,000 sq ft of commercial space constructed. Our enterprise zones have created more than 2,600 jobs, are home to 85 companies, and are beginning to be a magnet for investment, having attracted over £45m of private sector investment to date.

Norfolk and Suffolk has a dynamic commercial property market, with pockets of relatively low value properties close to major growth opportunities (such as Ipswich and Great Yarmouth). Most large commercial transactions took place in and around Norwich and Ipswich, alongside some significant transactions in King's Lynn, Great Yarmouth and Lowestoft. Bury St. Edmunds and Haverhill have also seen considerable investments in commercial property, as companies look for opportunities further outside London and Cambridge.

Housing affordability is also a diverse picture. The south and west of Suffolk has seen significant house price growth, due largely to the effects of London and Cambridge. Securing additional housing in these areas of growth will continue to be a priority. There are also very high prices in areas of North Norfolk and the Suffolk Coast, driven by second home ownership and holiday lets.

But we have high quality affordable housing in areas that are currently undergoing rapid growth of jobs and population. This includes Greater Norwich and along the A11 and A14 corridors to Cambridge, in Ipswich and the surrounding area and in the centres of activity for gas, oil, nuclear and renewables sectors around Lowestoft, Great Yarmouth and Sizewell. This mix of affordability and growth, combined with Norfolk and Suffolk's recent record of attracting young people and families to the area, is a real opportunity.



Our sectors

Energy

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



The East of England Energy Zone is unrivalled in the UK for its unique mix of wind power, gas and nuclear energy production. The supply chain has 50 years of experience and expertise, recognised with Enterprise Zone status.

Bacton Gas Terminal in North Norfolk is a major component of UK energy infrastructure, providing one third of the UK gas supply, making it an essential component in ensuring the future energy security of the UK.

The **OrbisEnergy** centre of excellence - a specialist innovation and incubation centre and the **East of England Energy Group** (EEEGR), brings together over 300 energy businesses. The coast around Greater Yarmouth and Lowestoft is at the centre of the world's largest market for offshore wind. Capital investment in clean energy worth £50bn is planned for the region by 2020, with the world's largest windfarm in development off the coast, the proposed development of **Sizewell C nuclear power station** creating 25,000 jobs, and opportunities in the decommissioning of existing nuclear power facilities and offshore installations. Pioneering companies such

Our diverse economy is a real strength. This strategy identifies nine key sectors in which Norfolk and Suffolk has competitive advantages. In some cases it is the scale of the sector, in others a really focused specialism. The diverse range of sectors provides the biggest opportunity for growth - cross-sector collaboration. This is where specialist skills in one sector can drive growth across other sectors.

as **Connected Energy** in Hethel are accelerating new approaches to grid load management with their battery storage systems and energy optimisation expertise.

With a growing bioenergy market and longer term plans for the storage of gas and captured carbon in the Southern North Sea, the area has an energy business worth billions. Offshore wind, nuclear, solar, biomass and a range of other renewable clean energy developments create **a large clean energy cluster and centre of expertise that no other region in the UK can match.**

Life Sciences and biotech

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



With significant strengths in agri-bio tech, food and the microbiome, bioinformatics and industrial biotech, Norfolk and Suffolk's life sciences sector is home to innovative, high-tech businesses and research institutions with close links to the food, health, ICT and agriculture sectors.

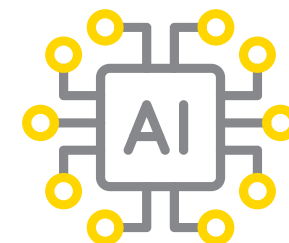
Norwich Research Park (NRP) - comprising UEA, John Innes Centre, Earlham Institute, Quadram Institute, The Sainsbury Laboratory and Norfolk and Norwich University Hospital - is a world-leading research base, at the

forefront of global food and health research. It is Europe's largest single site hub of research, training, education, and enterprise in food and health. The £76m **Quadram Institute** is due to open in 2018 at NRP, which will help create a fundamental shift in the way we understand and address the impact of food on health.

The **Centre for Environment, Fisheries and Aquaculture Science** (CEFAS) is headquartered in Lowestoft, Suffolk. 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. There is also a cluster of animal health firms at Newmarket, focused on Newmarket's world class racing industry and several large pharmaceutical companies at Haverhill, taking advantage of links to the Cambridge life sciences cluster.

ICT, Tech and Digital Creative

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



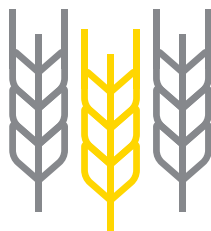
The ICT, Tech and Digital Creative sector is fast-growing, high-value and important in driving productivity across all sectors. Recognised in the **Tech Nation Report** as tech clusters, Norwich and Ipswich have a growing tech community and innovative start-up scene. **Adastral Park** is at the forefront of global telecoms innovation, home to BT Labs Global Research and Development HQ and a growing cluster of 100 high-tech companies, including **Huawei, Cisco, Ericsson and Tech Mahindra**.

Norwich hosts a growing cluster of digital creative businesses, and a rich ecosystem of interlocking meet-up groups catering to a range of tech and digital interests. Two leading universities provide a steady flow of graduates, offering the creative and technical talent needed to fuel growth in the sector. The **University of East Anglia** plays a key role in Norwich's tech community, supporting and connecting many of the active meet-up groups. Businesses include award winning digital businesses such as **Rainbird, EPOS NOW and Further**.

Norwich University of the Arts (NUA), with its specialism in arts, design and media, is centre of the dynamic creative community and home to the **Ideas Factory** incubation centre for digital creative businesses and UX Lab. The vibrant and growing group of creative businesses include user experience design agency **Foolproof** and creative technology firm **Knit**, along with image and film production companies **FXHome and Lambda Films**.

Advanced Agriculture Food and Drink

Home to an advanced and nationally significant farming sector, alongside globally renowned food and drink companies and a world-leading research base centred at Norwich Research Park (NRP).



Building on Norfolk and Suffolk's historical agricultural strengths the sector is globally renowned and nationally significant. Despite accounting for only 2% of the UK's population, Norfolk and Suffolk represent 11% of its agricultural output, which is more than any other LEP area. Taking advantage of innovative products and processes, the productivity of farm-based agriculture in the two counties is twice that of the UK.

Alongside this are a host of nationally and internationally significant food and drink companies, supported by a local supply chain of firms specialising in the manufacture of machinery and equipment to support them. This sector is an important employer in both rural and urban areas including **Kettle Chips** (Norwich), **Pasta Foods** (Longwater and Great Yarmouth), **Muntons** (Stowmarket), **Greene King** and **British Sugar** (Bury St Edmunds), **Birds Eye** (Lowestoft) and **Purina** (Sudbury). British Sugar's Wissington site is home to the first industrial scale bio ethanol fuel manufacturing facility in UK and the largest and most efficient sugar beet processing facility in the world. Producer of Copella fruit juices **Konings** in Boxford is another global brand with long term expansion and growth plans. Other key employers include chocolate manufacturer **Kinnerton** in Fakenham and **Albert Bartlett** at Worstead, as well as **Mars Foods** in King's Lynn.

These major companies, alongside growing boutique high-value companies, see Norfolk and Suffolk specialise in a wide range of food production and processing whilst we are home to three **Food Enterprise Zones** - located in Stowmarket, Wherstead and Easton.

Home to a world-leading research base centred at NRP, Norfolk and Suffolk is at the forefront of global agri-tech research, whilst innovative and export-intensive firms continue to develop commercially successful feeders, spreaders and pesticides.

Visitor Economy - Tourism and Culture

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



Norfolk and Suffolk is a successful destination, evidenced by a thriving visitor economy which attracts 5m overnight visitors annually. The area has traditional holiday destinations including the North Norfolk Coast, Great Yarmouth, Southwold, Aldeburgh and Felixstowe, together with unique natural assets such as the **Broads National Park**, the **Brecks**, and **Areas of Outstanding Natural Beauty**. It also has the home of horseracing at Newmarket and important heritage sites such as Norwich (England's most complete medieval city) and Sutton Hoo in East Suffolk.

Our area's vibrant cultural sector boasts award-winning theatres, major international festivals such as Aldeburgh and Norwich, **England's first UNESCO City of Literature**. The cultural and heritage sector and natural landscape plays a unique role in creating the 'sense of place' that makes the area a great place to live, work, learn, invest and do business in. The sector is an important employer of 88,000 people and attracts significant investment from national and international funding bodies.

Financial services and Insurance

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



Greater Norwich has been a base for financial industries for over 200 years and is one of the **largest general insurance markets in Europe**. Recognised as a centre for excellence for financial and professional services, Norwich is home to a significant cluster of global firms including **Aviva, Marsh and Moneyfacts**. Boasting a financially literate, highly-skilled and stable workforce and the **first National Skills Academy in the UK for financial services**, underpinned by Aviva. Ipswich also has a cluster of global insurance firms, including, **Willis Towers Watson, AXA** and other local and national companies. There are also niche markets around marine insurance linked to the county's ports, farm and crop insurance and thatched property insurance in rural areas, plus a host of small financial service businesses.

Strategically located near to London, the cluster benefits from the close proximity to other hubs of financial and business activity. This sector provides significant number of high value jobs and is a major driver of our economy, in particular supporting our Tech and ICT cluster. The industry is embracing new technology, connecting with extraordinary talent, uncovering breakthrough innovations and developing financial technologies fit for the future.

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 the port of Ipswich**.



The **Port of Felixstowe** is the UK's largest container port, handling over 40% of national container traffic. It is undergoing significant investment and expansion, with capacity expected to grow by an additional million containers by 2025. The diverse nature of the ports in Norfolk and Suffolk mean that they serve different markets

and are influenced by different factors, with Felixstowe's main competitors being the international gateways of Southampton and London Gateway. **Great Yarmouth and Lowestoft ports** have a more regional focus relating to the offshore energy sector. The sector is characterised by a strong logistics sector with international firms such as **Mediterranean Shipping Company** in Ipswich, **Goldstar Transport** in Felixstowe, and a number of smaller offices in Felixstowe and Ipswich.

Clustered around Norwich, there is also a sizable aviation sector, specialising in maintenance and repair, as well as servicing the offshore industry. The recently opened **Aviation Academy**, in collaboration with **KLM Engineering**, is a specialist centre of aircraft, overhaul and maintenance.

Construction and Development

Norfolk and Suffolk have a large and diverse construction and development sector, the **UK's largest Urban extension in Broadland and emerging specialisation in modern methods of construction and sustainable design**.



Norfolk and Suffolk's strong economy and attractive location for housing has driven economic success in the construction and development sector. The **Construction Industry Training Board (CITB)**, a partner in the national Sector Skills Council for the construction industry, is based in Bircham Newton.

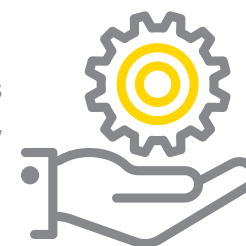
The area has significant levels of employment across all construction-related industries. The sector also has an **emerging specialism in modern construction and sustainable design**, with the Fabric First Institute at Easton & Otley College. The sector employs approximately 70,000

people, supporting over 10,000 businesses with major opportunities such as the UK's largest urban extension in Broadland.

With significant numbers of houses needed to support the growth in our economy, the sector in Norfolk and Suffolk is exploring how new technologies and practices like 3D printing, robotics, and modular construction could stimulate innovation and increase productivity. The industry is ready to tackle the challenges and be proactive, piloting new approaches to housebuilding, such as custom and self-build.

Advanced Manufacturing and engineering

With several sector specific clusters of national expertise in automotive, civil aviation, composites and pharmaceuticals, manufacturing and engineering in Norfolk and Suffolk supports a number of key sectors.



The advanced manufacturing and engineering sector in Norfolk and Suffolk reflects the area's diverse economic strengths. The sector links into the supply chain of specialisms such as agriculture and food production, civil aviation, transport, pharmaceuticals and energy. **Hethel Engineering Centre** is the regional hub for innovation and technology and has the potential to expand to meet the demand for incubation space in this growing sector. Businesses are working together with UEA, through the New Anglia Advanced Manufacturing Engineering sector group, to develop a new Institute for Productivity. This will build on UEA's expertise in business education and engineering.

There are several specialist advanced manufacturing and engineering companies in the area, including: **Lotus** (Hethel), a class-leading manufacturer of sports cars; **Multimatic** (Thetford), a specialist in vehicle dynamics; and **Philips AVENT** (Glensford), producing infant feed and health accessories.





We want Norfolk and Suffolk to be...

The place where high growth businesses with aspirations choose to be, with excellent sites to locate, grow and innovate, with easy access to support and finance. This will drive business growth, jobs growth and GVA.

An international facing economy with high value exports, where our sectors are producing and exporting more value-added goods and services, entering new global markets capitalising on new trade links to other economies. This will drive exports and GVA.

A centre for the UK's clean energy sector, capitalising on the strength and diversity of the energy sector and supply chain, our strategic location, skills base and connectivity to other regions. This will drive GVA.

A well-connected place, locally, national and internationally. Investment in housing, roads, rail and broadband is coordinated to build the communities and connections that people and businesses need. This will drive housing and GVA.

An inclusive economy with a highly skilled workforce, where everyone benefits from economic growth and wage levels rise above the national average. Norfolk and Suffolk will continue to promote collaboration between business, HE, FE, schools and the public sector to provide the training opportunities and work experience that enable businesses and people to fulfil their full potential. This will drive skills, employment rate and median wage.

A high performing productive economy, where business have invested in new technology, skills, new techniques, and innovation leading to productivity improvements year on year. This will drive productivity and GVA.

A place with a clear, ambitious offer to the world, which showcases the strengths of Norfolk and Suffolk to the UK and beyond. Offering diverse, high quality and affordable housing where people want to live, with a strong vibrant culture and leisure offers and a clear sense of why people and business choose to live and work here. This will drive GVA, businesses and jobs growth.

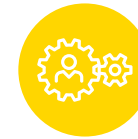


Economic indicators

The ambitions will be achieved through action and investment in the themes and places in this strategy. To measure our success we will use eight economic indicators. These are GVA, productivity, jobs, businesses, housing, median wage, employment rate and skills. We have set targets for our eight economic indicators to 2036.

Each indicator has been developed using a robust methodology and is based on clear evidence about what is achievable and ambitious. These targets have been developed collectively. They are barometers for our success as a place in achieving our shared ambitions. Given the long term nature of the strategy, delivery plans will also reflect shorter term targets as appropriate.

For each ambition we have shown which of our indicators most closely reflects progress. Each ambition will also impact on other economic indicators given that many are closely interlinked. This reflects our determination to work across boundaries.



Inclusive growth: Median wages

Target: 1.7% annual growth
Result: £200 more per week



Housing

Target: Meet the objectively assessed need
Result: 140,000 new homes by 2036



Businesses

Target: 2% annual growth
Result: 30,000 successful new businesses by 2036



Inclusive growth: Employment rate

Target: Consistently higher than national average
Result: A higher proportion of people engaged in the labour market than across the UK.



Inclusive growth: Skills

Target: Increase NVQ3+ by 1.4% average (over each 5 year period.)
Result: 66% of the population with NVQ3+



Productivity

Target: 1% annual growth
Result: GVA per hour of £39 by 2036



GVA

Target: 2% annual growth
Result: £17.5bn economy growth in real terms by 2036



Jobs

Target: 0.5% annual growth
Result: 88,000 net new jobs by 2036

Priority themes and places

We have agreed to focus action and investment on a clear set of priority themes and places to maximise impact and achieve our ambitions and targets, based on our shared evidence base and the engagement and knowledge of all the partners involved in creating and delivering this strategy.

Our priority themes are those economy-wide opportunities where the evidence shows that investment and collaborative action will have the greatest impact on our ambitions and how we will deliver growth in all places across Norfolk and Suffolk. Many of these themes are overlapping, which reflects how our economy works. This innovative approach highlights the opportunity for businesses to collaborate and to support each other, and will be reinforced by the public sector commitment to work collaboratively to join up investment locally and nationally.

Our priority places are those where the evidence shows there are significant opportunities and commitment for continued growth. We have a diverse economy, and the combination of business specialisms, infrastructure, housing and population growth and skilled workforce is different in each place. All parts of our region are connected to these centres of employment and business activity, reflecting our different travel to work areas and commuting patterns. Investment in these priority places, for example, will unlock the connectivity improvements needed for all our communities to benefit. This spatial focus will maximise our overall impact ensuring growth benefits all communities.



Our offer to the world

Improving and communicating a clear, ambitious offer to the world is central to all our ambitions and targets and to attracting the people, investors and businesses of the future.

Our economy makes a major contribution to UK plc. We are well connected to London, Cambridge and national and global markets, with internationally important strengths in energy, ICT and biosciences and financial industries. We have major exporters and attract a net inflow of young people and families. We have a large visitor economy attracting 5 million people a year. All partners are committed to working together to pool funding and deliver.

Together we will:

- ❖ Work across all local authorities to **integrate our inward investment and business location offer**, campaigning at scale in new markets and working with national Government.
- ❖ **Attract the highly skilled people we need**, through targeted campaigns at specific groups working with sectors and clusters to show people the opportunities that are here.
- ❖ **Make sure that investment markets have the information they need** to take the decision to invest in infrastructure of all kinds. Improve digital connectivity, with a particular focus on super-fast broadband in rural areas and reliable mobile phone coverage for those travelling around the region.
- ❖ Use consistent place branding, with an **overarching offer**, supported by our ambitions, unique places, successes, skills, quality of life, culture and diversity.
- ❖ Work with Government to **ensure that the unique contribution of our energy sector is well understood and supported**.
- ❖ **Build the right kind of housing and commercial space where it is needed** and integrate utility, road, rail, digital and green infrastructure to build the communities and places people want to live.
- ❖ **Develop a year-round visitor offer** by investing in the strategic projects such as attractions, heritage and cultural institutions that also will increase visitor spend.
- ❖ **Take a more coordinated approach with our colleges and universities on alumni engagement** and develop a network to better market the area to this group.
- ❖ **Use new rail investment to further improve connectivity** to London and Cambridge, with Great Eastern Main Line upgrades to enable regular services of under 90 minutes from Norwich and under 60 minutes from Ipswich and cross country upgrades to enable quicker and more frequent services to Cambridge and Stansted. Other key infrastructure improvements such as the Ely area rail upgrades, A14, A11 and A47, will also improve the region's internal connectivity and links to wider markets.



Case study

Culture Drives Growth

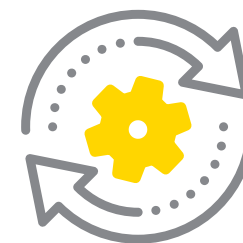
Truly successful places are much more than economic powerhouses. They are underpinned by a sense of creative vibrancy, a manifestly strong quality of life and a clear sense of cultural identity.

Culture Drives Growth, the cultural strategy for the East, was developed by businesses within the sector. It sets out the important contribution that arts and culture make to Norfolk and Suffolk, not just economically, but also in asserting that our two counties are creative and entrepreneurial. Outlining a clear vision, the strategy focuses on job creation, scaling cultural and creative investment, developing talent and building an inspiring place to live, work and invest.

Ensuring that our cultural assets make the fullest possible contribution to economic growth, the strategy has been a story of successful collaboration, delivering innovative projects such as StartEast, building the cultural and creative economy and Look Sideways East, attracting greater numbers of cultural tourists.



Driving business growth & productivity



Our diverse economy is a real strength. Our key businesses and institutions see well established businesses and supply chains across our sectors.

But we know that competition will continue to be fierce and global economic conditions uncertain. Many of our successful industries benefit from the advantages and resources offered by our location, with major opportunities for growth into new and developing markets nationally and globally. We also have significant growth opportunities in newer sectors, including health and life sciences and our digital, creative and ICT firms. Our work to support business will be driven by three goals:

- ❖ Increasing investment
- ❖ Driving productivity
- ❖ Helping our firms move into new markets and products

We will integrate investment in skills, infrastructure, housing, innovation and business support to provide the conditions that both new and enabling businesses need to thrive and grow. And the public sector is committed to empowering businesses through planning, housing and infrastructure. Micro business will be a focus for our business support offer.

Together we will:

- ❖ Sharpen our high-quality business support offer to ensure it meets the changing needs of businesses adapting to new ways of working and new technology. This will include leadership development, and the ecosystem firms need to share knowledge and services across sectors.
- ❖ Enable our SMEs to grow and increase exports by focusing grant programmes and other support on growth, innovation and productivity.
- ❖ Lead a cross sector “trade global, supply local” campaign, to open up supply chain opportunities for local businesses.
- ❖ Prioritise digital and physical infrastructure projects to support businesses to develop and provide the space that new and existing firms need to grow.
- ❖ Set up new schemes to help high growth businesses and make it easier to access advice and funding for commercial innovation and commercialising business and university R&D.
- ❖ Provide improved access to finance and assisting business capability in identifying skills deficits. We will make it easier to access these services through a new “front door” for investment funding support.
- ❖ Establish new centres of excellence to improve productivity and innovation, providing new skills for business leaders and employees.



Driving inclusion and skills

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

Our area is one of significant economic opportunity, with high levels of employment. We will give people the information they need to know to make informed decisions on the skills, capabilities and opportunities they need to succeed. We will encourage businesses to invest in and providers to respond quickly to, the long term needs of people and businesses.

We will design our actions and investment so that they enable growth that directly supports wider community benefits, including wellbeing, health and care.

Together we will:

- Through the development of sector skills plans, **produce clear statements about the skills businesses need now and in the future**, to influence providers, business investment and personal choices by new students and those already in the workforce.



- Develop an integrated skills offer for businesses across Norfolk and Suffolk, to make it easier for them to navigate and access the initiatives and provision that are available. We will focus particularly on the long term development of technical skills in our existing workforce.
- Prioritise capital investment on provision that will deliver the future skills our sectors and workforce need. Taking a commissioning approach and being clear about what must be provided. We will use the Skill Deals programme to drive innovation aligned to local economic need.
- Prioritise leadership support for our entrepreneurs and those in new high growth businesses, through further accelerator support, and business mentorship. We will provide the ecosystem that new entrepreneurs need to succeed.
- Deliver the Youth Pledge for all our young people, providing an integrated offer that shows and inspires young people about the opportunities that exist and provides support to enable them to access them, including support into employment.
- Step up our efforts to promote and support the delivery of high quality apprenticeships providing clear entry routes into our focus sectors, directly produce the skills and capabilities our economy needs – including higher level technical skills through degree and higher level apprenticeships.



Youth Pledge

Every young person (16-24) in Norfolk and Suffolk will get the personal support they need to get an apprenticeship, training, work experience or a job.

- Work with Government to establish an Institute of Technology that builds on our strengths and meets the increasing need for higher level technical skills in key areas such as energy, engineering and manufacturing.
- Grow the number of Enterprise Advisers and the number of schools that are engaged. This will further strengthen the link between the business and education community in order to drive young people's aspirations and work readiness in line with the requirements of the local economy.
- Expand the education pipeline within our primary and secondary schools, by engaging children in science, technology and engineering skill development within their curriculum to prepare them as the region's future workforce.



Case study Youth Employment

MyGo is an innovative Youth Employment service for 16-24 year olds in Suffolk.



The service provides young residents with the support they need to access meaningful, sustainable employment. It provides tailored support to identify training needs and options, plan a career and gain access to local job vacancies, apprenticeships, education opportunities and training courses.

Norwich for Jobs, through the support of local employers, offers young people opportunities to take part in work experience placements; attend work taster days and participate in mock interviews with real employers with the aim of realising their employment goals.



Above: Students at University of Suffolk



Case study International Aviation Academy

We have the world's first Aviation Academy in Norwich.

This will work in partnership with providers and industry to provide pathways for young people through to careers in all aspects of the aviation industry, which is facing a global skills shortage. This offer will be extended to ages 8-18 to embed skills into the academic learning process with a linked FE and HE route for students.

Above: Official opening of the Aviation Academy, Norwich

❖ Develop new approaches and remove barriers to getting people back into work, especially for those furthest from the jobs market and provide support for all into sustained employment. This will include our pilot work and health programmes, the delivery of high quality basic skills training in English, Mathematics and ICT and the development of pathways for young people and adults with special educational needs and disabilities (SEND) to move into supported employment. And developing opportunities to capitalise on the skills, knowledge and experience that the over 65s population offer. Our ambition is to extend the principles behind our integrated approach for young people and the Youth Pledge to adults.

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





Collaborating to grow

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

Within both Norfolk and Suffolk, we have developed a strong partnership between businesses, councils, universities and colleges. This is a particularly strength and we have achieved much in the past five years. But the way everyone works is continuing to change fast.

Our ability to collaborate across sectors, organisations and geographic and administrative boundaries will be a cornerstone of our future success as we build on what we have already achieved.

Working across sectors

Many firms have increasingly common requirements for technical know-how and access to new ideas and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics. The skills and techniques in high demand in our digital and creative sector are also increasingly valuable in start-up and established financial services and insurance firms. Firms and individuals are also increasingly working across larger distances to share ideas and techniques and work together on specific projects.



Together we will:

- Help businesses collaborate on increasingly common requirements for technical know-how and access to new markets and techniques, for example by making the most of the connections and shared interests between the telecoms specialisms at Adastral Park and applications in high tech agricultural firms.
- Link up our innovation hubs and wider business support offer, focusing on specific places where it makes sense to do so, for example in the opportunities to link up culture, digital, fin-tech and creative firms in Norwich.
- Build on the success of our growth hub and sector groups to help people and businesses find the support and funding needed.
- Ensure our work on opening up supply chain opportunities reaches across sectoral boundaries.

Working between public and private sectors

To explore innovative approaches to funding and finance, driving returns on investment in infrastructure. We commit to opening up procurement and further empowering businesses through a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans.



Above: BT Adastral Park

Together we will:

- Commit to further supporting businesses through a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans, working with the Homes and Communities Agency and the Housing Finance Institute.
- Ensure that local businesses are well placed to help solve the challenges in service provision and design that the public-sector faces, forging partnerships in technology and information systems that will benefit people and local businesses.
- Establish more flexible funding for smaller scale research and innovation projects, working with Government as it shapes national Industrial Strategy.

- We commit to opening up procurement and further empowering businesses through a smoother planning system.

Working with other regions

On regional, national and international opportunities.

Together we will:

- At a regional level, continue to work with other areas, in particular Cambridge and Essex, on major physical and digital infrastructure improvements, such as the Local Energy East strategy and proactively identifying opportunities to create bigger gains across the East, joining up the ecosystem that supports our business.
- Work with other parts of the UK on enhancing supply chains, learning best practices, influencing government and drive efficiency around procurement, maximising opportunities for our firms who are part of national and global supply chains and sectors. We are also working with the South West to maximise the opportunities associated with the proposed Sizewell C nuclear power station in terms of supply chains, employment and skills opportunities and inward investment.

- Collaborate with sector groups and trade organisations nationally and globally, where there is the opportunity for our businesses to work with others to develop new opportunities and markets.
- New Anglia LEP and Greater Cambridge Greater Peterborough LEP are committed to continue to identify opportunities for joint investment in the overlapping areas of King's Lynn and West Norfolk, Forest Heath and St Edmundsbury.



Right: Ipswich Waterfront Innovation Centre

Case study TechEast



TechEast has a bold vision - to drive the growth of digital tech in the East and underpin the creation of 5,000 additional digital tech jobs by 2020.

Galvanising the sector by speaking with one voice, TechEast aims to be recognised as one of the UK's top five digital tech clusters.

An important partner in developing our ambitions, TechEast provides leadership for this growing sector.

Launched in April 2016 as a private sector partnership, TechEast is providing business support to existing and start-up companies, connecting members and investors through networking events and has established an embassy showcase in London. As sector leaders, TechEast has helped map out the region's innovation assets, strengths and opportunities in the Science and Innovation Audit, and is leading the charge on the Digital Tech Skills Plan for the region, putting employers at the heart of it.



Competitive clusters close to global centres

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

We will support these clusters and their specialisations, working with each to ensure that the commercial opportunity they represent is fully developed and well communicated to Government and investors. Evidence suggests businesses identify with and benefit from locating in these clusters.

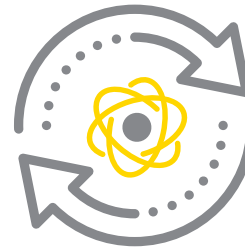
- Each of our identified clusters has substantial further growth potential and supports high value jobs

Together we will:

Develop a commercially led plan for each cluster that will:

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

Focusing on our specific sectoral opportunities will deliver real value in sector specific interventions. This will drive economic benefits across our indicators and themes.



Clean Energy

Our East coast energy cluster is world class, the only place in the UK where expertise and operations in oil, gas, nuclear, renewables, solar and micro generation exists in such close proximity. The potential for new gas extraction and the vast potential of our renewable clean energy resource, together with long term decommissioning opportunities provide major long-term growth potential. This includes the potential to develop new products and techniques through the sharing of expertise and ideas across different disciplines within the sector.



The East Coast College Energy Skills & Engineering Centre, The Engineering & Innovation Centre at West Suffolk College, and a graduate energy engineering school at the University of East Anglia, will provide local people with routes to be involved and benefit as this cluster expands.



We will also work with the other parts of the UK to develop new opportunities in our nuclear sector, emphasising the importance of new nuclear to southern economies like ours. Energy sector specific interventions will also contribute towards Norfolk and Suffolk becoming a centre for the UK's low carbon clean energy sector.

Financial services and Insurance

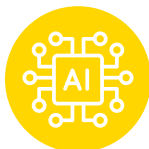
We have considerable strength in the financial services and insurance sector, with two clusters, concentrated in Ipswich and Norwich. Willis Towers Watson, AXA, Aviva and Marsh are global players in the insurance industry, who sit alongside a growing number of smaller fin-tech businesses, and are important in maintaining this competitive advantage. Technical skills, including in developing new customer platforms and creative interfaces, will continue to grow in importance for this sector, and developing the skills and wider ecosystem needed to support and attract new businesses and skilled people to the sector will be a priority. This cluster also provides huge growth opportunities for our digital cluster, with many of our digital start-up businesses born out of the financial services sector.



ICT, tech and digital creative

At Adastral Park, near Ipswich, we have a globally significant ICT cluster and one of the world's leading Innovation Hubs in information technology, home to BT Labs global engineering headquarters. The Adastral Park 2025 vision will take the site to a new level, growing the newly created Tommy Flowers Institute for post-graduate ICT industrial research; the world's largest converged networks research facility and the UK's Centre for Internet of Things (IoT) operations development. These facilities will help it become the national centre for developing the UK's converged digital infrastructure. We will drive the success of this project, supporting it through appropriate digital and physical connectivity, linking it to the University of Suffolk and their Ipswich Waterfront Innovation Centre, University of East Anglia and Norwich University of the Arts, as well as national institutes.

We will also support our digital and creative cluster in Norwich. This is characterised by SMEs and start-ups in the digital and creative sector. These high growth businesses will be provided with tailored business support to allow them to access the tools needed to grow and we will continue to support them with the appropriate grow-on space needed.



Life sciences and biotech

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

The research base provides a concentrated focus to the cluster and can provide a magnet to attract new businesses as well as act as a catalyst to grow existing firms. Hargreaves Plants and Germains Technology are two examples of local businesses who are global leaders in plant and seed research and technology who benefit from proximity to the NRP and to Cambridge.

There is an opportunity through bodies such as Agri-tech East to strengthen the links further between our research centres and the local economy. We will ensure the infrastructure is in place to sustain growth and benefit local businesses and supply chains. Another priority is the microbiome hub at NRP, which will further encourage convergence and translation of the centres assets into commercialised businesses. Newmarket is also a global centre for equine health and science.



Top Right: Artist's impression of proposed housing development next to Adastral Park, East Suffolk

Bottom Right: Life Sciences and Biotech



Priority places

Ipswich

Ipswich and the surrounding area is a place of huge potential growth, an hour from the heart of London's digital and financial powerhouse at Liverpool Street Station. Ipswich is one of the fastest growing urban areas in the UK. The area is home to several major global assets including Felixstowe and Martlesham Heath in East Suffolk.

Adastral Park, with Innovation Martlesham, is a globally significant ICT cluster and home to BT's Global Research and Development HQ. The Port of Felixstowe is the UK's largest container port and the Port of Ipswich is the UK's busiest grain export port. Both are investing in future expansion and support a nationally significant hub of ports and logistics related businesses. These global assets, combined with its proximity to London and

development opportunities linked to our Enterprise Zone sites, make the area a development location with huge potential.

Securing this potential is a major priority, with recent major investment in public realm, new retail and leisure opportunities. There is a growing and significant cluster of highly skilled finance, insurance and legal services firms, including Willis Towers Watson and AXA and a fast growing telecoms and digital presence in the area. Further development of the high quality and growing independent arts, heritage and cultural scene, which together with access to high quality leisure activities, coastline and countryside will firmly reinforce Ipswich as an excellent place to live and work.

We will drive the investment programme that is regenerating the town centre, with a strategy designed to bring forward projects that will further enhance the town's offer and the successful growth of the waterfront area. A new rail franchise will improve journey reliability, frequency and provide state of the art rolling stock with full high speed wifi connectivity. We will work to secure the northern relief road, vital improvements to the A14, A12 and further improvements to connectivity to unlock further growth in the town and surrounding area.



Norwich and Greater Norwich

Norwich and Greater Norwich, which covers the city and the districts of South Norfolk and Broadland, has seen substantial economic growth over the past five years. The Greater Norwich area has the highest GVA per head of Norfolk and Suffolk districts and the highest percentage of residents with NVQ4+ qualifications. Business creation and survival rates are higher than average, as are employment and economic activity rates.

We will support and drive the next stage of this growth, building on the area's long tradition of creative, radical thinking, fostering innovative businesses, a fast growing digital and creative hub and further developing the strong and well established cultural scene.

We will further strengthen links between local businesses and the global excellence of the University of East Anglia and Norwich University of the Arts, providing the ecosystem that new entrepreneurs need to thrive. We will support the continued success of the city's financial services and insurance cluster. This is based on an exciting combination of the long-standing commitment of firms such as Aviva, Marsh and Virgin Money, alongside new start-ups and a growing number of fin-tech companies. The sector takes advantage of both global opportunities and the tech, creative and digital skills available in the city.



Left: Bell Farm track bridge and stabilisation,
Norwich Northern Distributor Road
Below: Greater Gabbard Wind Farm, East Coast

The Southern North Sea currently plays host to over 150 offshore gas assets, together with 986 offshore wind turbines generating 3.75GW of renewable power.

These firms tap into the skilled labour market and growing number of young professionals that see the area as a great place to live and work. For the same reasons, energy firms with operations on the Norfolk and Suffolk Energy coast also have a significant presence in the area. Norwich International Airport is the centre for aviation operations for the southern sector of the North Sea Oil, Gas and Renewables sector.

We will continue to support improvements to connectivity. Significant investment is under way in green transport and improving last mile commuting. We will drive significant housing and commercial growth across the area. Norwich is less than two hours from London, with firm plans to reduce some journey times to 90 minutes with new trains and more regular services of 90 minutes targeted through Great Eastern Main Line infrastructure upgrades. The city is also linked to Cambridge by the growing A11 corridor, including direct rail services to Cambridge (and from 2020 to Stansted Airport), providing improved connectivity whilst retaining Norwich's unique identity. The Norwich Research Park is a centre of world class expertise in genome analysis and manipulation of animal, microbial and plant systems for a wide range of industrial applications. We are determined to exploit the commercial opportunities that this excellence represents and ensure that local businesses benefit.

Norfolk and Suffolk Energy Coast

The Norfolk and Suffolk Energy coast, branded as part of the East of England Energy Zone, is a global centre of oil, gas, nuclear and renewable energy generation and infrastructure. We are leading the way in delivering sustainable and clean energy solutions to underpin economic growth across the UK. Alongside our Nuclear generation and decommissioning expertise, the Southern North Sea currently plays host to over 150 offshore gas assets, together with 986 offshore wind turbines generating 3.75GW of renewable power directly off the region's coast, with an additional 1,000+ turbines generating some 14GW of offshore wind power to be installed over the next decade. The sector is driving down costs through innovation and collaboration, developing new technologies across our energy system, maximising offshore production and generation. The sector employs some 8,469 skilled people in more than 834 companies. Significant investment is planned for the A12, supporting the future growth of the Nuclear and wider energy sector.



Norfolk and Suffolk is the only place in the UK where all these forms of resource extraction and energy generation exist together, including expertise on microgeneration and growing local energy networks. Great Yarmouth and Lowestoft form the centre of the area's energy industry, which stretches from Wells in North Norfolk, includes Bacton, where 30% of the UK's gas comes ashore, to Sizewell. Great Yarmouth and Lowestoft offer a huge growth opportunity, with affordable residential and commercial property and investment under way in key infrastructure. However, both towns are also amongst the most deprived and low skilled places in Norfolk and Suffolk. We will work to connect residents with the opportunities afforded by the energy sector's growth.

Major firms operating on the coast also have a presence elsewhere, including in Norwich and Ipswich. Huge opportunities exist for linking offshore generation and energy use, technology and product development across oil, gas and renewables. We will work to ensure that Government and investors understand the existing and potential contribution of the area and how it can be maximised, including by developing the strategic case for new infrastructure.



Left: Hethel Engineering Centre

Below: Felixstowe Port **Right:** A47 corridor

Far Right: Class 90 in new Abellio Greater Anglia livery May 2014

Cambridge - Norwich Corridor

The Cambridge-Norwich Corridor spans over 100km of the A11 and rail links between the two cities. It comprises the UK's most established tech cluster in Cambridge and clusters of business and research excellence across advanced manufacturing, agri-tech, life sciences and digital creative including global firms such as Multimatic, through to Norwich.

... *The area has high jobs and population growth which it is estimated to add over £500m GVA to the regional economy by 2031.*

It contains over 12,000 knowledge intensive businesses and is well placed to develop synergies with businesses in both Cambridge and Norwich.

Significant housing and commercial development is under way with further large scale commercial development opportunities all along the corridor including the redevelopment of RAF Mildenhall and Thetford urban extension. Future priorities such as East-West rail will further drive long term connectivity with Milton Keynes and Oxford.

East - West Corridors

A14 corridor between Felixstowe and Cambridge/Peterborough

Bury St Edmunds has seen strong recent growth in jobs, housing and economic output, including business location and investment. The area is an attractive place to live and work, well connected to Cambridge by road and rail, as well as providing a high quality town centre, cultural offer and natural environment.

There are many long-established and growing businesses around Bury St Edmunds, including Greene King, British Sugar and Servest. The wider A14 corridor between Felixstowe through Ipswich, Stowmarket, Newmarket and Haverhill to Cambridge is seeing considerable growth and substantial further new housing development is planned.

We will work to secure further road improvements to the A14, A11 and A1307 in West Suffolk. The towns of Haverhill, Newmarket and Stowmarket are all areas of significant housing growth, providing a high quality natural environment alongside comparatively affordable housing.

The area has high commuting levels by both road and rail, driven by proximity to Cambridge and is also the main route for freight traffic from Felixstowe to the North and the rest of the UK. The work of East-West rail will support the aspiration for twice per hour rail services from Ipswich to Cambridge to accommodate increased growth and high commuting levels along the corridor.



We are committed to securing the infrastructure improvements in both road and rail needed to unlock the area's growth ambition.

East - West Corridors

A47 corridor between Lowestoft, Great Yarmouth and King's Lynn

Government has recognised the strategic importance of the A47, with commitment to improve parts of the route. We are committed to securing the full dualling of this major artery between East Anglia to the Midlands, which would unlock growth along its route, including significant commercial and housing developments as well as improve job opportunities in locations such as Swaffham and Dereham as well as supporting links between Lowestoft, Great Yarmouth and Norwich.



King's Lynn

The King's Lynn-Cambridge road and rail corridor offers considerable potential for growth. Unlike other growth corridors to Cambridge, this area offers a direct service to London (100mins) via Cambridge (50mins).

The area has seen significant recent investment and is home to leading firms including Bepak, Cooper Bearings and Palm Paper, centres of excellence in design and manufacture of commercial refrigeration (Foster Refrigerator and Williams Refrigeration – top two companies in the UK and in top 10 in Europe) and in aerospace engineering at RAF Marham.

Downham Market is also home to a growing number of ICT and digital firms. The area offers low house prices and is also close to Wisbech, a settlement earmarked as a 'garden city' in Cambridge's growth plans.

We are committed to securing the infrastructure improvements in both road and rail needed to unlock the area's growth ambitions, including to achieve a half hourly service to London's King's Cross and better road connections to Cambridge and along the A10. This will include working with partners in Cambridgeshire including the Mayoral Combined Authority and its plans for infrastructure improvements.



Infrastructure

Infrastructure improvements underpin all our priority places and themes:

- ❖ Strengthening the reliability of high quality mobile coverage.
- ❖ Completing the provision of high speed broadband.
- ❖ Rail improvements, especially on the key Great Eastern Main Line, East-West and Norwich/Kings Lynn – Cambridge/Stansted corridors, Felixstowe to the North rail freight corridor and to improve reliability, frequency, journey times and wi-fi, through the new franchise and capital investment in rail infrastructure upgrades
- ❖ Further development of the A47, A14, A11, A10, bypasses to relieve congestion and last mile connectivity and commuting transport in our priority places.
- ❖ Utility provision for business and new communities, including local energy networks.
- ❖ Flood defences that unlock or protect housing and commercial development.



Making it happen

We have agreed ambitions and priorities which will drive investment and action as we make Norfolk and Suffolk the place where people want to live, work, learn, invest and do business. The way we work together is a major strength. Businesses, the LEP, local authorities, third sector organisations, colleges and universities who have come together to agree this strategy are all committed to aligning relevant actions and investment to the priorities we have agreed.

We collaborate to deliver shared ambitions rather than focusing on organisational, sectoral or geographic boundaries. Our ambitions will be achieved through using the whole system to deliver, including other local and regional action plans and strategies, including statutory planning documents. This is the best way of integrating action and investment to achieve the value for money and impact that our residents and businesses expect.

We are putting in place the following tools and systems to support this way of working:

❖ **Economic Strategy Evidence (a shared evidence base)** which will continue to evolve and stay live. Updated as new data is available it will guide decisions across all relevant organisations. This shared platform supports the development of plans and strategies across Norfolk and Suffolk, providing partners with a reliable and consistent source of economic data to inform action and investment decisions.

- ❖ **Delivery and Investments plans** which will set out how the projects and priorities in this strategy will be delivered and funded, the outcomes they will deliver and how partners will be mobilised to achieve them.
- ❖ Ongoing commitment to work together as local councils, college, universities and business groups to **align strategy, planning and investment** across housing, infrastructure, utilities, transport and skills. Ensuring that our statutory plans, business plans and other strategies reflect the evidence and priorities of this overarching economic strategy.
- ❖ **A common investment prioritisation framework**, to assess projects and actions relating to growth that emerges from this and related strategies and plans. This provides further transparency for all projects that receive support from one or a range of organisations and ensures that all investment is focused on those projects that will most effectively achieve our collective ambitions and targets.

- ❖ **A shared inclusive growth toolkit** will provide assurance that projects are also judged consistently by their capacity to deliver positive impacts for our residents.
- ❖ **Indicators** which we will use to track progress and prioritise.
- ❖ **An annual stock-take of progress**, involving all the partners who have been involved in developing and endorsing this strategy. We will hold each other to account, be transparent about progress and review where changes are needed to reflect new economic or policy circumstances.

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

Autumn 2017

Economic Strategy Endorsed and Published.

Align Governance and Agree Implementation Approach.

Winter 2017

Awareness Raising and Capacity Building.

Delivery and Investment Plans developed and agreed.

Spring 2018

Implementation of Delivery and Investment Plans.

Agree Investment Plan for 2019/20.

Summer 2018

Light Touch Evidence Refresh.

Monitoring and Reporting on Progress.

Autumn 2018

Economic Strategy Annual Progress Review.



Delivery plans will set out the progress we want to achieve and the actions and investments we will deliver up to Spring 2021. Annual investment plans will be agreed each Spring for the following financial year with an annual progress review each Autumn. A full review will take place in 2020 to develop a new Economic Strategy for the 2021 - 2026 period.



The Economic Strategy for Norfolk and Suffolk has been approved by the New Anglia LEP Board and developed in partnership with and endorsed by a wide range of stakeholders including:

Redesigned in winter 2019, text correct at publication in 2017

Education Establishments

- ❖ Norwich University of the Arts
- ❖ University of East Anglia
- ❖ University of Suffolk
- ❖ New Anglia College Group
 - City College Norwich
 - The College of West Anglia
 - East Norfolk Sixth Form College
 - Easton & Otley College
 - Great Yarmouth College
 - Lowestoft College
 - Lowestoft Sixth Form College
 - Paston Sixth Form College
 - Suffolk New College
 - Suffolk One
 - West Suffolk College

Businesses and Business Subsidiary Groups

- ❖ Adnams
- ❖ Agri-tech East
- ❖ Aviva
- ❖ Ben Burgess & Co
- ❖ Broads Authority
- ❖ Briar Chemicals
- ❖ Business Writers Ltd
- ❖ CBI
- ❖ Country Land and Business Association (CLA)

- ❖ East of England Co-op
- ❖ Finance East
- ❖ Foolproof
- ❖ Federation of Small Businesses
- ❖ Hethel Innovation
- ❖ Hethel Engineering Centre
- ❖ Icen Diagnostics
- ❖ Institute of Directors
- ❖ Innovation Martlesham
- ❖ Lintott Control Systems Limited
- ❖ Marsh
- ❖ Morgan Sindall
- ❖ Nautilus Associates Ltd
- ❖ Norfolk Chamber of Commerce
- ❖ Norwich International Airport
- ❖ Nwes
- ❖ OrbisEnergy
- ❖ RG Carter Construction
- ❖ Scottish Power Renewables
- ❖ Scottow Enterprise Park
- ❖ Suffolk Chamber of Commerce
- ❖ Vattenfall
- ❖ Writers' Centre Norwich

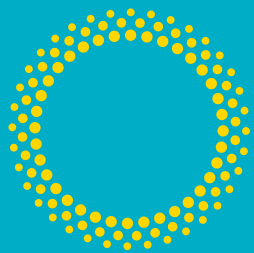
Sector Groups

- ❖ Building Growth Group
- ❖ Digital Creative Industries Group
- ❖ EEEGR

- ❖ Financial Industry Group
- ❖ Food, Drink and Agriculture Board
- ❖ New Anglia Cultural Board
- ❖ New Anglia Advanced Manufacturing & Engineering
- ❖ TechEast
- ❖ Visit East Anglia

Local Authorities

- ❖ Babergh and Mid Suffolk Councils
- ❖ Breckland District Council
- ❖ Broadland District Council
- ❖ Forest Heath District Council
- ❖ Great Yarmouth Borough Council
- ❖ Ipswich Borough Council
- ❖ Norfolk County Council
- ❖ Norwich City Council
- ❖ North Norfolk District Council
- ❖ South Norfolk Council
- ❖ St Edmundsbury Borough Council
- ❖ Suffolk Coastal District Council
- ❖ Suffolk County Council
- ❖ Waveney District Council
- ❖ West Norfolk Council



Norfolk
& Suffolk
Unlimited

