

## New Anglia Local Enterprise Partnership Board Meeting

Wednesday 26<sup>th</sup> February

10.00am to 12.30pm

Gallery Three, Ipswich Town Hall, Cornhill, Ipswich, IP1 1DH

### Agenda

No.	Item	Duration
1.	Welcome from the Chair	<b>10 mins</b>
2.	Apologies	
3.	Declarations of Interest	
4.	Welcome from Cllr David Ellesmere	
5.	Actions / Minutes from the last meeting	
<b>Forward Looking</b>		<b>50 mins</b>
6	Establishment of Clean Growth Taskforce and Action Plan	For Approval
7.	Approach to Developing a Tourism Sector Action Plan	For Approval
<b>Break</b>		<b>10 mins</b>
<b>Governance and Delivery</b>		<b>80 mins</b>
8.	Investment Plan Pipeline - <b>confidential</b>	For Approval
9.	Governance – Sub-Board Reporting	For Approval
10.	Election of Deputy Chair	For Approval
11.	Chief Executive's Report including <b>confidential</b> item	Update
12.	February Programme Performance Reports including Economic Strategy and LEP programmes dashboards	For Approval
13.	Board Forward Plan	Update
14.	Any Other Business	



## **New Anglia Board Meeting Minutes (Unconfirmed) 29<sup>th</sup> January 2020**

### **Present:**

Sam Chapman-Allen (SC)	Breckland Council
Claire Cullens (CC)	Norfolk Community Foundation
David Ellesmere (DE)	Ipswich Borough Council
Doug Field (DF)	East of England Coop
Pete Joyner (PJ)	Shorthose Russell
Helen Langton (HL)	University of Suffolk
Dominic Keen (DK)	Britbots
Corrienne Peasgood (CP)	Norwich City College
Andrew Proctor (AP)	Norfolk County Council
Johnathan Reynolds (JR)	Opergy
Sandy Ruddock (SR)	Scarlett & Mustard
Alan Waters (AW)	Norwich City Council
Jeanette Wheeler (JW)	Birketts
Tim Whitley (TW)	BT

### **Attendees**

Shan Lloyd (SL)	BEIS
Hannah Grimes	Norfolk County Council
James Allen (JA)	New Anglia LEP – For Item 7
Chris Dashper (CD)	New Anglia LEP – For Item 13
Lisa Roberts (LR)	New Anglia LEP – For Items 8 and 9
Chris Starkie (CS)	New Anglia LEP
Rosanne Wijnberg (RW)	New Anglia LEP
Helen Wilton (HW)	New Anglia LEP

<b>Actions from the meeting: (29.01.20)</b>	
<b>Local Industrial Strategy – Investment Plan</b> The tactical pipeline of projects to be produced and reported to the board The development of the Investment Plan to be reported to the Board on a regular basis	LR LR
<b>Evaluation Framework</b> The option of employing someone to carry out evaluations to be investigated	LR
<b>Board Recruitment</b> Details of job board vacancies to be circulated to Board members for onwards promotion	CP
<b>1</b>	<b>Welcome from the Chair</b>
Doug Field (DF) welcomed everyone to the meeting and thanks Ali Clabburn (AC) from Liftshare for hosting the meeting.	
<b>2</b>	<b>Apologies</b>
Apologies were received from Lindsey Rix, John Griffiths, Steve Oliver and Matthew Hicks.	
<b>3</b>	<b>Declarations of Interest</b>
Full declarations of interest can be found at <a href="http://www.newanglia.co.uk/about-us/the-board">http://www.newanglia.co.uk/about-us/the-board</a> .	
Item 13: January Programme Reports: New Anglia Capital Report: DF declared an interest in Nova Farina and SupaPass.	
<b>4</b>	<b>Welcome from Liftshare</b>
AC, CEO of Liftshare, welcomed the LEP Board to Liftshare. The Board were provided with a presentation highlighting the volumes of empty seats in cars when commuting and the progress that Liftshare are making in working with organisations to fill that excess capacity. AC noted that commuting was now the highest source of carbon emissions and that Liftshare had set a target of saving 1bn miles by the end of March 2020 and that this target would be reached during February. Liftshare are working with companies to join them to the network to reduce numbers of journeys thus saving on emissions, reducing costs and freeing up parking all of which has been proven help with recruitment. AC was pleased to confirm that Liftshare had been awarded the Queen’s Award for Enterprise for the second time and the Board congratulated him on the achievement.	
<b>5</b>	<b>Minutes of the last meeting 27<sup>th</sup> November 2019</b>
Two typing errors were corrected in the attendees’ details.	
The minutes were then accepted as a true record of the meeting held on 27 <sup>th</sup> November 2019.	
<i>Actions from last meeting updated as follows:</i> Chris Starkie (CS) advised that the outstanding actions relating to Enterprise Zones were covered in the report which annexes the January Performance Report.	
<b>6</b>	<b>Aims &amp; Objectives for the Year</b>
The Board received an update from CS which reviewed progress and key deliveries over the past year and identified the key areas the LEP would be focussing on in 2020 under the headings implement, promote, deliver and strengthen. The presentation also covered the external drivers which the LEP needs to take into account when planning for the year ahead which can be grouped under the areas of Brexit, the focus on the North and Midlands, the devolution white paper and the future funding landscape.  The Board agreed: <ul style="list-style-type: none"> <li>To note the content of the presentation</li> <li>To support the themes identified as areas of focus for 2020</li> </ul>	
<b>7</b>	<b>Brexit Impact Report</b>

	<p>James Allen (JA) presented the updated Brexit Intelligence report which explores the implications for Norfolk and Suffolk of the two possible scenarios of a withdrawal agreement with a trade deal and a no deal situation. It sets out implications and responses for consideration as part of delivery plans for the Economic Strategy and Local Industrial Strategy.</p> <p>JA proposed that a light touch action plan be produced which will be reported back to the Board on a bi-monthly basis.</p> <p>Implications and responses to consider have been set out under the consistent headings of workforce, funding and investment, trade and regulation, the majority of which are consistent with the implementation plans in place for the Economic Strategy and Local Industrial Strategy.</p> <p>Jeanette Wheeler (JW) noted that there was a large gap in the technology developed for the agri-food industry and that used on large estates around the region and suggested that the LEP could work with the agritech industry to support the implementation of these innovations on the ground.</p> <p>Pete Joyner (PJ) proposed that, due to the size of the issue and the difficulties in influencing Government policy, the LEP should focus on providing practical support for affected companies.</p> <p>Johnathan Reynolds (JR) suggested that work was needed in mapping supply chains across Norfolk &amp; Suffolk to help businesses target and win large contracts by demonstrating local capacity.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the report</li> <li>• To agree that its recommendations are used to influence the implementation plans for the Economic Strategy and Local Industrial Strategy</li> </ul>	
<b>8</b>	<b>Local Industrial Strategy – Investment Plan</b>	
	<p>Lisa Roberts (LR) presented the Board with the designed version of the Norfolk and Suffolk Local Industrial Strategy (LIS) employing the Norfolk and Suffolk Unlimited branding.</p> <p>The Board agreed the following amendments:</p> <ul style="list-style-type: none"> <li>• Descriptions to be added to all photos for consistency</li> <li>• Hethel signage to be updated</li> <li>• Aadastral Park to be included as a High Potential Opportunity (HPO)</li> </ul> <p>JW asked that impact publishing the LIS would have. Shan Lloyd (SL) confirmed that it would ensure Government buy in at a senior level and would provide support when highlighting projects and targeting investment at a ministerial level.</p> <p>The Board were asked for approval of the proposed approach and timeline for developing the Investment Plan.</p> <p>The Board requested that details of the tactical projects pipeline be included in the plan and shared with the board as well as the strategic longer term projects.</p> <p>DF expressed concern that the proposed timescales were too long &amp; asked if priority projects could be identified and progressed while the consultation continues.</p> <p>Rosanne Wijnberg (RW) confirmed that there was a tactical pipeline which could be slotted into the timeline immediately.</p> <p><b>ACTION:</b> The tactical pipeline of projects to be produced and reported to the board at the March meeting.</p> <p>Claire Cullens (CC) advised that the members of the Skills Advisory Panel (SAP) were keen to be involved and wanted to understand which projects could be included and the right approach to take when identifying them.</p>	<b>LR</b>

	<p>LR confirmed that the investment plan needed to contain both capital and revenue projects and should include shovel ready projects. They should also include those which are longer term but have business cases in place should funding be made available.</p> <p>CS reiterated that this plan was looking at new aspirational projects as much of the pipeline contained projects which had been around for some time.</p> <p>JR queried whether the LEP can be smarter at identifying funding opportunities and be more proactive in employing them. LR confirmed that work is ongoing to identify sources of funding and will produce a one-page summary of each which can be publicised when opportunities become available.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the report</li> <li>• To approve the designed version of Norfolk and Suffolk Local Industrial Strategy</li> <li>• To approve the approach and timetable for developing the Investment Plan and supporting tools with regular updates provided to the Board</li> <li>• To receive details of the tactical projects pipeline at the March meeting</li> </ul>	
<b>9</b>	<b>Evaluation Framework</b>	
	<p>LR presented the Board with the revised Evaluation Framework, the programme of evaluation and the proposed approach to implementing the framework. The proposal includes using a call-on, call-off list of companies that will provide external, independent support in the evaluation process.</p> <p>LR advised that the framework sets out a more robust approach to evaluation and ensures that it is also embedded at the design stage of projects and programmes.</p> <p>LR also confirmed that the Enterprise Advisor Network would be evaluated in conjunction with the Careers Enterprise Company and would focus on the quality and not just the quantity of the contacts provided.</p> <p>Helen Langton (HL) queried whether £50k would be enough to complete the evaluations. LR confirmed that this was based on previous evaluations and that there would be a further ask of the Board if required.</p> <p>JR asked of the £50k could be better used strengthening the LEP team by employing someone to complete the evaluations. LR noted this would lose the independent measure and queried whether the skill set was available.</p> <p><b>ACTION</b> – The option of employing someone to carry out evaluations to be investigated.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the report</li> <li>• To approve the updated Evaluation Framework and programme of evaluation for inclusion in the 2020 Local Assurance Framework</li> <li>• To approve the approach of having call-on, call-off list of companies that will provide external support</li> <li>• To approve a £50K allocation of the Growth Deal top slice to appoint a company to carry out an evaluation on three LEP programmes</li> </ul>	<b>LR</b>
<b>10</b>	<b>Board Recruitment</b>	
	<p>DF presented the Board paper advising that there would be 2 board vacancies over the year including that of Chair.</p> <p>David Ellesmere (DE) clarified whether the new Chair was being recruited externally and CS confirmed that Government requirements dictate that the vacancy for the Chair need to be advertised externally but that existing private sector board members could apply.</p> <p>The Board agreed that the advert needs to clarify the required time commitment of the role so that the expectations are clear to applicants.</p>	

<p>ACTION – Adverts to be issued to Board members for onward promotion.</p> <p>The Board discussed the requirements of specific sectors noting that the key LIS sectors need to be strengthened as did ensuring the Board had access to relevant financial expertise. It was noted that the vice-chair vacancy would be available from April and a process would be in place to fill this role.</p> <p>HL, JW, DE and PJ volunteered to assist on interviews panels.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the report and approve the recruitment packs subject to clarification of the required time commitments of the roles</li> <li>• To support and promote the opportunities</li> <li>• To approve the interview panels for the vacancies</li> </ul>	<b>CP</b>
<p><b>11 Remuneration Committee Terms of Reference</b></p>	
<p>JW presented the paper highlighting the key findings of the Gender Pay Gap Report noting that the results were very positive and would be monitored going forwards.</p> <p>The revised Remuneration Committee Terms of Reference were presented and JW highlighted the amendment to holding the committee once a year as it only reviews the salary of the CEO.</p> <p>DE noted that gender gap was positive that but given the relatively small size of the organisation changes in personnel could change the results significantly. The Board agreed that other types of diversity should also be monitored.</p> <p>SL noted that Black and Minority Ethnic (BME) diversity was also being looked at by Government and should reflect the makeup of the geographical area.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the report</li> <li>• To agree the revised Remuneration Committee Terms of Reference</li> </ul>	
<p><b>12 Chief Executive's Report</b></p>	
<p>CS noted some of the highlights of the report and asked for questions from the board.</p> <p>CS highlighted the request to transfer £4.1m from the Enterprise Zone Accelerator Fund to the Growing Places Fund (GBF) and explained that this was because there was now insufficient time to agree and defray funds on any co-investment opportunities before the end of the Growth Deal in March 2021 but that £4.1m remained unallocated. The LEP is already engaged with an applicant looking for co-investment of up to £5m and without this transfer there are insufficient funds in the GPF budget to consider the application.</p> <p>This was approved by the Board.</p> <p>CS noted that Norfolk and Suffolk Unlimited had received successful coverage as part of an item on Horecava on Look East and provided an update on the event planned for MPs on 5<sup>th</sup> February highlighting infrastructure requirements.</p> <p>CS confirmed that the Peer Review meeting with the Heart of the South West LEP had resulted in positive outcomes largely around the sharing of information. A visit to the New Anglia LEP has been requested which will focus on operational matters.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the report</li> <li>• To approve the transfer of £4.1m from the Enterprise Zone Accelerator Fund to the Growing Places Fund</li> </ul>	

<b>13</b>	<b>January Programme Performance Reports</b>
<p>RW reviewed the reports for January noting that applications to the Small Grants Scheme are still progressing well and have not slowed down and confirmed that the ESF bid has been submitted to extend the Enterprise Advisor Network.</p> <p>RW advised that the focus in 2020 will be on promoting Enterprise Zones over the next year and noted that the annexe to the report addressed the outstanding board actions. Andrew Proctor (AP) reviewed the New Anglia Capital report.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To note the contents of the reports</li> </ul>	
<b>14</b>	<b>Quarterly Management Accounts</b>
<p>RW highlighted key items from the report noting that income has been received from Norfolk and Suffolk County Councils to support the Innovative Projects Fund and the awards have not been made yet.</p> <p>Other variations were highlighted as follows:  Wages and salaries – there are variations around the timing of filling vacancies but there are no current gaps in the team.  Innovative Projects Fund – there is a time lag on the spend.  Grants – It was assumed £30m would be paid by now however this figure is currently at £16m paid out as claims are awaited.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To note the content of the report</li> </ul>	
<b>15</b>	<b>Board Forward Plan</b>
<p>CS reviewed the content of the next board meeting and asked for any additional items from the Board.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To note the content of the plan</li> </ul>	
<b>16</b>	<p><b>Any Other Business</b>  Tim Whitley (TW) confirmed that, as part of the High Potential Opportunities Scheme, Adastral Park had hosted an inward investment delegation from Finland which has received excellent feedback.</p> <p>CS noted the LEP would be supporting SMEs at the Mobile World Congress in Barcelona in March.</p>

**Next meeting:**

**Date and time of next meeting:** 10.00am – 12.30pm, 26<sup>th</sup> February 2020

**Venue:** Gallery Three, Ipswich Town Hall, Cornhill, Ipswich, IP1 1DH

**Actions from New Anglia LEP Board Meetings**

<b>Date</b>	<b>Item</b>	<b>Action</b>	<b>Update</b>	<b>Actioned By</b>	<b>Target Date</b>
29/01/2020	Local Industrial Strategy – Investment Plan	The tactical pipeline of projects to be produced and reported to the board	Included on the February Board agenda	LR	Complete
29/01/2020	Local Industrial Strategy – Investment Plan	The development of the Investment Plan to be reported to the Board on a regular basis	To be included as a standing item within the Chief Executive's Report	LR	Complete
29/01/2020	Evaluation Framework	The option of employing someone to carry out evaluations to be investigated	This option has been investigated however due to the requirement for independent evaluation it has been decided to proceed with the use of external companies.	LR	Complete
29/01/2020	Board Recruitment	Details of job board vacancies to be circulated to Board members for onwards promotion	Circulated to Board members	CP	Complete
25/06/2019	GE Update Report	To provide the Board with regular reporting of the pipeline of visits relating to inward investment and subsequent outcomes	To be included in the next Inward Investment update report	DD	May-20
23/05/2019	Growth Hub Presentation	Growth Hub Annual review to be circulated to the Board when published	Review began in autumn 2019. Final report is expected in spring 2020	CD	May-20

**New Anglia Local Enterprise Partnership  
Board Decision Log 2020 - Public**

Date	Decision Making Body*	Decision Made
05/02/2020	Growing Business Fund Panel	<p><b>The Panel approved the following application:</b>                      Focus Trovex LLP - Agreed to support                      Approved Grant: £73,400</p> <ul style="list-style-type: none"> <li>• Condimentum Ltd - Agreed to support</li> </ul> Approved increase to the existing grant - £118,483
29/01/2020	LEP Board	<p><b>The Board made the following decisions:</b></p> <p><b>Local Industrial Strategy – Investment Plan</b></p> <ul style="list-style-type: none"> <li>• To approve the designed version of Norfolk and Suffolk Local Industrial Strategy</li> <li>• To approve the approach and timetable for developing the Investment Plan and supporting tools with regular updates provided to the Board</li> </ul> <p><b>Evaluation Framework</b></p> <ul style="list-style-type: none"> <li>• To approve the updated Evaluation Framework and programme of evaluation for inclusion in the 2020 Local Assurance Framework</li> <li>• To approve the approach of having call-on, call-off list of companies that will provide external support</li> <li>• To approve a £50K allocation of the Growth Deal top slice to appoint a company to carry out an evaluation on three LEP programmes</li> </ul> <p><b>Board Recruitment</b></p> <ul style="list-style-type: none"> <li>• To note the content of the report and approve the recruitment packs subject to clarification of the required time commitments of the roles</li> <li>• To support and promote the opportunities</li> <li>• To approve the interview panels for the vacancies</li> </ul> <p><b>Remuneration Committee Terms of Reference</b></p> <ul style="list-style-type: none"> <li>• To agree the revised Remuneration Committee Terms of Reference</li> </ul> <p><b>Chief Executive's Report</b></p> <ul style="list-style-type: none"> <li>• To approve the transfer of £4.1m from the Enterprise Zone Accelerator Fund to the Growing Places Fund</li> </ul>

\* New Anglia Local Enterprise Partnership Board, Investment Appraisal Committee, Growing Business Fund Panel, Remuneration Committee, Audit & Risk Committee

**New Anglia Local Enterprise Partnership Board**  
**Wednesday 26<sup>th</sup> February 2020**

---

**Agenda Item 6**

---

**Establishment of a Clean Growth Taskforce and Action Plan**

---

Author: Lisa Roberts Presenter: Lisa Roberts

**Summary**

This report sets out the recommended steps needed to develop a clean growth action plan which all partners are signed up to delivering. It provides a DRAFT action plan which is a starting point and seeks agreement from the Board to establish a Clean Growth Taskforce which would take the lead in developing further the Clean Growth Action Plan working with partners across Norfolk and Suffolk and embedding clean growth into the LEP infrastructure. Attached to the report are Appendices A, B and C.

**Recommendation**

The Board is asked to:

- Agree to the establishment of the Clean Growth Taskforce and its terms of reference (Appendix A).
- Review the DRAFT action plan (Appendix B) and agree steps outlined in the report to develop further.
- Note the LEP team's existing Environmental policy and action plan (Appendix c) and agree that the Board will identify a pledge that they will deliver, and which will sit within the LEP's own action plan.

**Background**

In July 2019 the Board received a presentation from the University of East Anglia on the Climate Change Adaption and Carbon Reduction Scoping Report and agreed to the development of an action plan to tackle some of the key findings of the report.

In September 2019 the Board agreed to endorse and sign off the Norfolk and Suffolk Local Industrial Strategy. The LIS has been submitted to government and is awaiting their approval. Clean growth sits at the heart of this Local Industrial Strategy – with Norfolk and Suffolk positioned as the UK's clean growth region.

At the same time the Norfolk and Suffolk Unlimited brand was launched with 'Welcome to the UK's Clean Growth region' front and centre of the marketing campaign.

The LIS states our ambition to be:

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

Norfolk and Suffolk is at the forefront of tackling the challenges and opportunities of climate change – the area affected earliest by rising sea levels and changing rainfall pattern and with major research and business strengths in adapting to the change.

The area's major strengths in energy generation and usage, high tech, sustainable agri-food present major opportunities. The cross-sector opportunities are particularly exciting, delivering solutions such as energy self-sufficiency in farming, or using older gas platforms for renewable energy generation, for example, to make a major contribution to the UK's transition to a post carbon economy.

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

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

## **Key Considerations**

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

Clean growth will not be achieved if it is not embedded within decisions, intervention development, delivery, it is not a separate piece of work and it will take time. Changing the way people think and work is always challenging.

The LEP can play a vital role in facilitating collaboration with partners to change the way we work; the way decisions are made so that clean growth is considered at all stages.

Set out below are the steps that the LEP should take to bring together key partners to collaborate, drive and implement the actions needed to ensure the areas strengths as the UK's clean growth region are fully realised.

### **1 Leadership and collaboration – Establishing a Clean Growth Taskforce whose members will be ambassadors for the 'UK's Clean Growth Region' and help drive forward and embed the clean growth framework across Norfolk and Suffolk and beyond.**

To drive forward the clean growth agenda through the existing LEP governance it is proposed that we establish a Clean Growth Taskforce. This would sit below the LEP Board and have representatives from existing LEP groups and others who would act as clean growth advocates.

It is anticipated that the Taskforce will be supported by existing local authority Climate Change Partnerships subject to their formal agreement.

The purpose of the taskforce would be to embed clean growth in the development and delivery of actions and decisions which deliver the Economic Strategy and Local Industrial Strategy.

Appendix A is a draft terms of reference for the Taskforce and provides more detail.

## **2 Focus – Identify and agree to focus on the actions in areas that the LEP and partners can achieve the biggest gains and impact.**

There are many contributing factors to climate change and there is a need for local partners to identify and agree the areas that the biggest gains can be achieved, and which actions will be focused on.

It would be the role of the Taskforce to make recommendations to the LEP Board on what these focuses should be.

## **3 Evidence – Work with Government to develop and agree robust ways of measuring and monitoring the impact of interventions and actions.**

This is an objective we have discussed with Government officials during the development of the Local Industrial Strategy. Many places and organisation have set targets and pledges which are supported by little or volatile evidence.

To ensure our actions are ones that will make the biggest difference we will develop and agree robust ways of measuring and monitoring the impact of interventions and actions. Which in turn will enable us to set realistic pledges, targets and ensure the right interventions are in place.

## **4 Action – Work with partners develop a mitigation and adaptation clean growth action plan which provides the right balance for sustainable economic growth.**

Clean growth cannot be delivered by one partner alone or by one strand of investment or actions. It is important that partners play a role in developing the action plan to secure their buy in and for them to own their role in delivering it.

Appendix B is the DRAFT Norfolk and Suffolk Clean Growth action plan which is a starting point for the Taskforce to pick up and drive.

It builds on the evidence of the Local Industrial Strategy and the Climate Change Adaption and Carbon Reduction Scoping Report to outline the areas that Norfolk and Suffolk should consider with respect to delivering clean growth.

They include at the highest level:

- Private sector - the energy and agri-food/land management sectors in particular
- Public sector - individual local authorities and local climate change partnerships
- Voluntary sector - Rural Community Energy and other local funds
- Infrastructure - transport, energy and water in particular
- Housing - retrofitting as well as new build
- Green finance – engage with and increase focus on access to.
- Communications - key messages including a more holistic approach to the Norfolk and Suffolk Energy Coast

The actions in the draft plan have come from existing activity and early discussions with some partners.

To ensure success the plan needs developing further and refining engaging partners to ensure they recognise their role in delivering and achieving the goals.

The next stage of developing the action plan will involve agreeing measures of success for each of the actions which is part of the evidence work required.

## New Anglia LEP Team

The LEP team wants to lead by example and is committed to environmental protection and the minimisation of the negative environmental effects of its direct business activities. The LEP team has its own existing Environmental Policy and action plan which is part of the staff handbook (Appendix C).

The LEP team are keen to take this plan even further and are in the process of developing and agreeing three pledges which the organisation will work towards during 20/21.

This is likely to include a development of a clean travel plan and reducing the number of miles travelled by staff; reducing the use of paper and looking at how we influence our own supply chain.

The Board are asked to consider and agree to identify a pledge that the Board will work towards and which will sit within the LEP's own action plan.

### Next steps

The key next steps are as follows:

Establish a Clean Growth Taskforce	Spring 2020
Recruit an independent Chair	Spring 2020
Work with existing Climate Change Partnerships to gather additional intelligence and develop the Clean Growth Action Plan	On going - Transport Board reviewing on 25 <sup>th</sup> Feb.
Subgroups and Board to review draft action plan and provide input	On going
First meeting of the Taskforce	May/June

### Recommendation

The Board is asked to:

- Agree to the establishment of the Clean Growth Taskforce and its terms of reference (Appendix a).
- Review the draft action plan (Appendix b) and agree steps outlined in the report to develop further.
- Note the LEP team Environmental policy and action plan and agree that the Board will identify a pledge that they will deliver, and which will sit within the LEP's own action plan.

## Appendix A – Draft Terms of Reference for Clean Growth Taskforce

Purpose of the Taskforce:	To embed clean growth in the development and delivery of actions and decisions which deliver the Economic Strategy and Local Industrial Strategy.
Functions:	<p>Members of the Taskforce will be expected to:</p> <ul style="list-style-type: none"> <li>i. Attend meetings, contribute ideas, experience, expertise, and resource as considered appropriate, and gather views from colleagues in respective group, industries or organisations.</li> <li>ii. Further develop the clean growth action plan for Norfolk and Suffolk engaging relevant partners to securing their buy in to deliver the action plan, through respective groups and networks.</li> <li>iii. Identify and recommend to the LEP board the areas of focus that the biggest gains can be achieved, and which actions will be focused on.</li> <li>iv. Promote Norfolk and Suffolk as the UK’s Clean Growth Region helping to raise the profile of the major contribution the area plays in the UK’s transition to a post carbon economy, representing the area national, regionally and locally.</li> <li>v. Ensure clean growth is embedded in the discussion, actions and decision of your respective group, reporting back to the taskforce as appropriate.</li> <li>vi. Recommend or source appropriate experts to inform certain aspects of the action plan, convene working groups as appropriate and consult with sector peers as agreed within the Taskforce under the direction of the Chair.</li> <li>vii. Oversee the development and agree robust ways of measuring and monitoring the impact of interventions and actions, making recommendations to the LEP board on any relevant targets or pledges.</li> <li>viii. provide the LEP Board with quarterly progress reports.</li> <li>ix. Annually, bring together the wider network of clean growth champions to share knowledge and best practice.</li> </ul>
Membership:	<p>The taskforce would have an independent chair and be accountable to the LEP Board.</p> <p>Each LEP sub board would nominate a representative – LEP Board, LEP’s three industry councils, Innovation Board, Skills Advisory Panel, Transport Board and Investment Appraisal Committee. In addition there would be eight representatives invited to join from Business intermediaries, Local Authorities, the Environment Agency and the Voluntary sector.</p>
Frequency	The taskforce would initially meet every 6 to 8 weeks to drive the development of the action plan; once developed meetings would be quarterly.
Accountability	The taskforce would report to the LEP Board.
Reporting procedures	The agenda and minutes of meetings will be published on the LEP website and the taskforce will report to the LEP Board through the sub board reporting mechanism.
Attendance of non-members at meetings	Members of the LEP team, sub boards, committees and Local Authorities may also be invited to attend meetings where appropriate.
Delegated Authority	Can hold other groups – including Task and Finish groups – to account. It has the authority to task a sub-board, group or committee to deliver action within

	<p>the delivery plan.</p> <p>Where the Taskforce convenes working groups, it should set out the terms of reference for the working group to guide its objectives, ways of working, handling of information and the rules on external communication.</p>
Managing Conflicts of Interest	<p>Members of the Taskforce are all representatives of their industry sector or community of interests and have a responsibility to act on behalf of their wider constituency at all times in relation to the work of the LEP Clean Growth Taskforce.</p> <p>Members of the board will be asked to complete an annual declaration of their interests which will be held in a register at the LEP office and members will be asked at the beginning of each meeting to declare any conflicts of interest pertaining to the agenda items to be discussed.</p>
Review	The ToR of the Taskforce will be review annually and agreed by the LEP board.

## Item 6 Appendix B is the DRAFT Norfolk and Suffolk Clean Growth action plan

### Context

This DRAFT action plan is a starting point for the Clean Growth Taskforce to pick up, develop and drive forwards, working with partners. It builds on the evidence of the Local Industrial Strategy and the Climate Change Adaption and Carbon Reduction Scoping Report to outline the areas that Norfolk and Suffolk should consider with respect to delivering clean growth.

The actions in this draft plan have come from existing activity and initial discussions with partners. To ensure success the plan needs developing further and refining engaging partners to ensure they recognise their role in delivering and achieving the goals.

The next stage of developing the action plan will involve agreeing measures of success for each of the actions which is part of the evidence work required.

### Industrial Sector

<b>Background</b>	<p>The Government's clean growth strategy demonstrates a clear understanding of the potential for cost-effective energy efficiency in the commercial and industrial sector, adding that £6 billion could be saved in 2030 through investment in cost-effective energy efficiency technologies.</p> <p>There are various funding pots to support businesses in improving their energy efficiency. Nationally, the Carbon Trust Green Business Fund is dedicated to supporting SMEs and providing opportunities to improve energy efficiency and reduce energy costs. This fund has supported thousands of small businesses to identify an average potential saving of £8,320 on their energy spend.</p>
<b>Norfolk and Suffolk Context</b>	<p>The industrial sector accounts for 34% of all carbon dioxide emissions in Norfolk and Suffolk.</p> <p>The Business Energy Efficiency (BEE) Anglia programme provides free support to eligible organisations across Norfolk and Suffolk to help them become more energy efficient with independent expertise, Carbon Charter accreditation and grant funding available up to 40% of total project costs (or up to £20k).</p> <p>Business intermediaries and networks are actively supporting businesses across the region, with a range of activities planned throughout 2020 and manifesto pledges. Highlights include Innovate UK's event at Norwich Research Park in March, various Chamber events across the region and CBI's Net Zero event with the UEA in May.</p>
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>• Industrial business energy use</li> <li>• Emission intensity of industrial business energy use</li> <li>• Number of businesses with carbon chapter accreditation</li> <li>• Recycling and materials efficiency monitoring data</li> <li>• Rate of clean energy supplier usage</li> <li>• Projects to install energy generation (e.g. solar panels) as part of facilities management approach</li> </ul>

<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/ milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>
	<ul style="list-style-type: none"> <li>Assessment of the age (and associated energy efficiency) of plant and machinery involved in major manufacturing processes</li> </ul>				
Explore the expansion of existing business resilience / resource efficiency services	LEP Executive & Growth Hub	March 2021	Potential to roll out on a wider basis and for the Growth Hub to have a suite of projects to signpost to on clean growth.	BEE Anglia UEA Chambers of Commerce	Future of Funding
Build momentum with business intermediaries and networks to enhance business awareness/understanding, disseminate best practice and source case studies	LEP Executive	March 2021	Case studies of businesses leading the way will help encourage others to do the same and in turn enhance the Norfolk and Suffolk Unlimited brand. Understanding of specific local challenges and opportunities and particular sector vulnerabilities	Chambers of Commerce FSB CBI IoD Local authorities	
Assess how we can further support businesses (including our largest emitters) in mitigating impacts	LEP Executive & Growth Hub	March 2021	Assessment of LEP programmes to ensure they support our clean growth ambitions as a region.	Evidence behind CO2 report which highlights largest emitters	Need business buy-in
Ensure clean growth is central to the region's focus on inward investment	Norfolk and Suffolk Unlimited	Ongoing	Cements Norfolk and Suffolk's position as the clean growth region	LEP Local authorities	

## Energy Sector

<b>Background</b>	Government's clean growth strategy sets out the ambition to drive towards clean energy with emissions from the power sector close to zero by 2050. The document sets out the ambition that we may even see negative emissions from the sector if sustainable bio-energy and carbon capture and storage are used together.
<b>Norfolk and Suffolk Context</b>	With the highest concentration of nationally significant energy projects, Norfolk and Suffolk play a key role as a leading generator of renewable energy.

	Clean energy has been identified as one of the three strategic opportunities set out in Norfolk and Suffolk's Local Industrial Strategy, given the potential for economic growth, productivity enhancements and importantly the direct links to the golden thread of that strategy, clean growth.				
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>Emissions from generation</li> <li>Share of generation from clean sources</li> <li>Proportion of private/industrial/public sector energy users specifically sourcing a 'clean energy' provider</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/ milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>
All Energy Industry Council takes a leadership role in driving clean growth across the Norfolk and Suffolk energy cluster.	All Energy Industry Council – formed and meeting regularly	Quarterly meetings	Norfolk & Suffolk's all energy cluster widely recognised as a leader in innovative clean technology and emissions reduction	ORE Catapult Inward Investment	
Increase evidence around the energy sector's supply chain and capabilities and explore opportunities to reduce the sector's carbon footprint	LEP Executive	Supply chain mapping work commencing early 2020	Energy Sector Capability matrix Evidence around the carbon footprint of the sector	All Energy Industry Council East of England Energy Group	Needs all partners to buy-in
Drive forward carbon capture and storage; solar; tidal; onshore; and biofuel; as well as other 'new process' opportunities – scoping to determine start-up support as well as technology adoption	All Energy Industry Council	March 2021	Adoption of innovative new clean technologies across the energy sector and the determination of start-up support needed	East of England Energy Group ORE Catapult Innovation Board & Forum Growth Hub	
Improve evidence around the electrical needs for future changes (e.g. EVs, heat, digital connectivity, interconnected home)	LEP Executive	March 2021	Enhanced evidence base and awareness of future electrical needs for Norfolk and Suffolk		
Expand current sector hubs / incubators / grow-on spaces as necessary and link to innovation hubs	Innovation Board	Ongoing	Clear and strong links between hubs Development of low carbon innovation hubs (LIS intervention)	All Energy Industry Council Innovation Forum	

## Green sector

<b>Background</b>	Green sector jobs growth has outperformed growth in the wider economy recently and there is significant opportunity to drive further jobs growth in the sector in the years to come given the current emphasis being placed on clean growth and zero carbon nationally.				
<b>Norfolk and Suffolk Context</b>	Norfolk and Suffolk are well placed to take advantage of this opportunity given our clean growth focus. Skills developed locally can be marketed to other regions seeking to decarbonise in the future.				
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>As above</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/ milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>
Green finance opportunities to be explored	LEP Executive	Ongoing	Better understanding of opportunities for the green sector as well as the wider economy	LEP Executive	Scale of opportunity
Others - tbd					

## Public Sector

<b>Background</b>	<p>In December 2015, the United Nations Climate Conference met in Paris to agree the first-ever universal, legally binding global climate change agreement. This set out a global framework to avoid dangerous climate change by limiting global warming to well below 2°C and pursuing efforts to limit it to 1.5°C. The deal also aims to strengthen countries' abilities to deal with the impacts of climate change and support them in their efforts. The UN COP26 Conference takes place in Glasgow from 9-20<sup>th</sup> November 2020.</p> <p>In June 2019, the UK government became the world's first major economy to pass laws to end its contribution to global warming by 2050. This target requires the UK to bring all greenhouse gas emissions to net zero by 2050, compared with the previous target of at least 80% reduction from 1990 levels.</p> <p>The clean growth strategy was published in 2017 as part of the national Industrial Strategy. Ministers said in September 2019 that this strategy was in line for a significant refresh to help meet the new 2050 net zero target. Highly ambitious local government leaders have set up a network, UK100, which pledges to secure the future for their communities by shifting to 100% clean energy by 2050.</p>
<b>Norfolk and Suffolk Context</b>	<p>The following local authorities have declared climate emergencies across the region: Norfolk – Breckland; North Norfolk; Suffolk – Babergh and Mid-Suffolk; East Suffolk; Ipswich Borough; West Suffolk; and Suffolk County. Norwich City Council is currently the only local authority signed up to the UK100 network.</p> <p>Norfolk County Council haven't declared a climate emergency however at the end of November 2019 announced a package of £1m for capital projects and £350k for revenue projects to deliver against the 2030 target. An Environmental Policy has been published by the County Council with a number of ambitious objectives, which will guide all future decisions and ensure that the County at large goes beyond the net zero carbon target.</p>

	Suffolk's local authorities are working collectively, alongside the University of Suffolk and Environment Agency, through the Suffolk Climate Change Partnership to make the county carbon neutral by 2030. The partnership will publish an updated action plan this year to analyse existing, publicly available data and related tools to provide a clear, evidence-based baseline of carbon emissions in Suffolk per key sector and then set out indicative emissions reduction pathways per key sector to meet the carbon neutral by 2030 target. The partnership is developing their own policy responses to the climate emergency declarations.				
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>• Emissions intensity of non-industrial business and public energy use</li> <li>• Non-industrial business and public energy use per £ million output</li> <li>• Set targets for reduction in private car mileage for public sector activities?</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/ milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>
Encourage local authorities to sign up to the UK100 Network	LEP Board	As soon as possible	Greater awareness of the emergencies declared across Norfolk and Suffolk and activities driving clean growth	Local authorities	Climate emergencies have not been declared across every local authority yet
Effective communications plan during Green Great Britain week	LEP Executive	Expected - May 2020	Showcase positive case studies from across various sectors	LEP Comms team Industry Councils / Sector Groups	Prime Minister needs to sign off on this date, so may be postponed
Strong public-private collaboration to deliver progress	LEP Executive	Ongoing	Ensure that activity at county and district level aligns with the needs of the private sector and key parties are involved as activities progress at the local level		Partner buy-in required to avoid overlaps as partners move forward with local activities

### Voluntary, Community & Social Enterprise Sector

<b>Background</b>	There are various national and local initiatives/funds that aim to support local communities in their efforts to deliver sustainability and tackle climate change. The Rural Community Energy Fund is a £10 million programme which supports rural communities in England to develop renewable energy projects, which provide economic and social benefits.
<b>Norfolk and Suffolk Context</b>	Across Norfolk and Suffolk, there are a range of local and national environmental charities which seek to enhance our natural capital and prioritise climate mitigation. Most of these charities have declared climate emergencies and are playing an important role in tackling climate change.

	The Sheringham Shoal Community Fund is a good example of offshore wind farm developers working with local communities to fund projects that deliver against one or more objectives, including climate mitigation and the promotion of environmental sensitivity or the benefits of renewable energy. King's Lynn & West Norfolk Borough Council has created a new small grants fund to tackle two specific issues across the community - the reduction of single use plastics and voluntary action to clear the community of litter.				
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>Tracking of projects and associated outcomes/outputs the VCS sector is engaged in – including direct carbon emission reductions, power generation volumes, 'green skills' initiatives, and materials efficiency and recycling</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/ milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>
Engage the VCSE sector leadership groups for Norfolk and Suffolk to establish measurable actions	VCSE Sector Leadership Groups for Norfolk and Suffolk	These two groups meet regularly	Importance is high on the agenda for the sector at large – pulling together measurable actions and case studies of community action	Local authorities	Large sector with various constraints

### Infrastructure: Transport

<b>Background</b>	Given the significant contribution the transport sector plays in emissions it is critical that we consider how it can reduce its contribution over time. The Government's 'Road to Zero' strategy stated that the UK will end the sale of new conventional petrol and diesel cars and vans by 2040. Since its original publication in 2018 this target has been reviewed and brought forward to 2035.				
<b>Norfolk and Suffolk Context</b>	38% of carbon emissions in Norfolk and Suffolk are from the transport sector. In 2005 this proportion was only 29%. While transport emissions have reduced over time, other sectors have observed greater reductions hence the proportion of emissions from transport has actually increased.				
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>Understanding emissions by mode, vehicle type, journey distance and journey type, and transport inter-connectivity (business or leisure) would add further knowledge to how successful interventions may be.</li> <li>Any additional data on the provision of adequate levels of broadband connectivity, especially in rural locations – to enable more widespread working from home/closer to home options</li> <li>Potentially ask for LA planning authorities to provide their assessments of EV charging point connectivity and projected public EV charge point connectivity schedules and requirements</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>
Imbed clean growth ambitions in	All In development	Ongoing	Clean growth considered as part	Existing budgets should cover this as it	Acceptance of challenging

transport strategies and policies		LEP Board tasked Transport Board with this in Nov '19. County Councils LTPs currently in review.	of the overall decision-making process with respect to transport.	is a shift in focus. Additional evidence may be needed in support of this action.	ambitions/ targets in this area.
Reduce the need to travel through better digital connectivity and flexible working. The internet of things can also help drive efficiencies.	County Councils In development/ delivery	95% superfast broadband by 2020. Full fibre coverage by 2025. Better mobile connectivity ASAP inc. 5G pilots.	More people able to work flexibly and on the move, boosting productivity as well as inclusive and clean growth.	tbd	Rural delivery challenges.
Improve access to/ use of sustainable modes/models through integration and behaviour change	County Councils In development/ delivery	County Councils LTPs currently in review. Ongoing work/ delivery in urban areas. Ongoing work on road network to reduce congestion/ improve air quality. Transforming Cities and Future Mobility Zone bids for Norwich. Ongoing work to improve rail freight and passenger connectivity inc. Sizewell C.	More people encouraged to use sustainable modes as access to and ease of use improves. Reduced congestion helps to support clean growth ambitions.	Ongoing business case development in this area in order to secure funding.	Reliance on the private car in rural areas although opportunities for car sharing and cleaner vehicles.
Work with the CPC to drive transport innovation and support for SMEs	Transport Board In development	Blue tech proposal with Port of Felixstowe and BT – ongoing. Connections Café on 25 February.	Increased transport innovation and best practise spreading within the sector.	tbd – possible Innovative Projects Fund bid.	Encouraging those who are not already engaged to get involved.
Develop an EV strategy focussed on supporting infrastructure as well as take up	tbd Concept	tbd	Greater take up of EVs/lower emissions vehicles	tbd – Greater South East Energy Hub doing some work in this area.	Rural networks.
Consider freight and air as modes/ types	tbd Concept	tbd	tbd	tbd	tbd

for further exploration					
Air quality improvements	LAs In development/ delivery	Ongoing	Improvements in air quality	Existing	Increased urban transport
Increase infrastructure resilience	Infrastructure providers In development/ delivery	Ongoing	More resilient infrastructure	tbd	Resource

### Infrastructure: Energy

<b>Background</b>	It is critical that we consider non-traditional methods of solving the future energy challenge with local energy being at the heart of this.				
<b>Norfolk and Suffolk Context</b>	<p>At present, there are significant capacity constraints on the electricity distribution network in many parts of Norfolk and Suffolk. Added to that we have a significant national energy asset in our Energy Coast which needs to be considered strategically.</p> <p>Work has already begun in this arena in the shape of the Local Energy East Strategy commissioned alongside the Greater Cambridge Greater Peterborough and Hertfordshire LEPs. Indeed, the Greater South East Energy Hub established by BEIS is tasked with increasing the number, scale and quality of local energy projects and their delivery. As a later addition, the Hub is also responsible for determining the Rural Community Energy Fund which has been underutilised to date in Norfolk and Suffolk.</p>				
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>Please see above under 'Energy' heading</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/ milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>
Develop a strategy to over grid constraints	tbd Concept	tbd	More local energy solutions, energy generators matched with high users and better utilised planning policy	tbd	Resources
Develop a strategy to decarbonise heat	tbd Concept	tbd	More local energy solutions, less reliance on oil, reduction in fuel poverty	tbd	Resources

Develop an investment prospectus covering electricity and heat opportunities	New Anglia LEP Concept	tbd	Better disseminated information and more upfront investment	tbd	Resources
Investigate the extension of HV transmission network to coast inc. potential for offshore solution	New Anglia LEP Concept	tbd	More resilience and less impact on local communities/businesses	tbd	Resources – likely to be significant
Reduce energy demand and increase energy efficiency	All Concept	ASAP	Less demand for energy	tbd	Resources
Boost applications to RCEF	Greater South East Energy Hub Delivery	Ongoing	More rural community energy schemes	tbd	Promotion
Consider future power needs	New Anglia LEP Concept	tbd	EVs, a more digitally connected, smart economy and the decarbonisation of heat included	tbd	Resources

### Infrastructure: Water

<b>Background</b>	Improved water management needs to be a priority for coming decades, both in terms of increased storage capacity and greater use efficiency. The Water Resources East partnership initiative provides an excellent wider regional platform for planning game-changing initiatives in this area.				
<b>Norfolk and Suffolk Context</b>	The ambitious plans for both the Norfolk Water Resources Management Plan and the Suffolk Holistic Water Management Project are a good starting point in our area.				
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>tbc</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>
Develop and deliver a regional sustainable water management plan, in particular	In development – a number of collaborative pilot projects are	Projects in development in 2020 – Regional Management Plan 2023	Holistic solutions to water management maximising the resources we have,	Investments in feasibility, capital build, data capture and testing	Need to secure funding and need to focus ambitious agenda on

addressing water access issues, water capture and storage and the potential for water trading	underway in Norfolk and Suffolk – Water Resources East and partners		and ensuring adequate supply		deliverable initiatives. Long term timescales for some projects.
---	---	--	------------------------------	--	--

## Infrastructure: Flooding – section to be developed

### Housing

Background	While we must ensure all new build meets the challenge of achieving clean growth it is critical to acknowledge that much of our housing stock is old, energy inefficient and needs a significant retrofit programme in order to contribute to this agenda.				
Norfolk and Suffolk Context	28% of carbon emissions in Norfolk and Suffolk are from the domestic sector.				
Data available (include baseline if have)	<ul style="list-style-type: none"> <li>• Home Energy Use per household</li> <li>• Emissions Intensity of home energy</li> <li>• Share of homes with EPC</li> </ul> <p>Understanding the impact of new build versus retrofit, and to what standard, would be useful information to gather, particularly the scale of additional qualified labour required to achievement installation targets and associated costs for the consumer/business.</p>				
Action	Responsible / Status	Deadline/milestones	Result	Resources	Potential barriers
Increase energy efficiency and use the most of natural resources in new and old stock	Construction industry In development	tbd	Reduced energy use	tbd	Resources and challenging timescales
Decarbonise heating	Greater South East Energy Hub(?) In development	No new fossil fuel boilers post 2025	Reduced carbon emissions	tbd	Resources and challenging timescales
Use of more sustainable and innovative materials/methods	Construction industry In development	Ongoing	Increased efficiency	tbd	Resources

Promote the whole life benefits of sustainable homes	tbd Concept	tbd	Better understanding	tbd	Challenging perceptions
Imbed sustainable quality in the early development stages to reduce costs	Planning/ construction industry Concept	ASAP	Higher quality, more sustainable homes	tbd	Resources and challenging perceptions
Influence legislation to include more sustainable measures	New Anglia LEP/ local authorities Concept	tbd	More sustainable homes	tbd	Resources
Consider how planning policy can contribute to the clean growth agenda	LPAs In development	Ongoing as part of Local Plan reviews	More sustainable growth	tbd	Other considerations to be taken into account

### **Natural capital, agriculture, food processing and land management**

Background	<p>The Agriculture Bill and Environment Bill being considered by Parliament propose far-reaching changes to the way we manage our land and the value placed on particular interventions. The Agriculture Bill proposes a future emphasis on ‘public money for public goods’ with funding potentially linked to actions which protect biodiversity, increase woodland, improve soils and protect natural habitats. The Environment Bill potentially supports this with the proposed creation of Nature Recovery Networks to improve and connect key habitats, and the importance placed on valuing Natural Capital.</p> <p>These changes could provide a funding landscape which enables significant environmental benefits. However, Basic Payments are being phased out for farmers, and decisions on our future trading relationships are critical for the sector, so there could be challenges in ensuring productivity and growth alongside environmental gains.</p>
Norfolk and Suffolk Context	<p>Improved water management needs to be a priority for coming decades, both in terms of increased storage capacity and greater use efficiency. The Water Resources East partnership initiative provides an excellent wider regional platform for planning game-changing initiatives in this area, and the ambitious plans for both the Norfolk Water Resources Management Plan and the Suffolk Holistic Water Management Project, which aims to capture pumped drainage water for agricultural and domestic use, are a good starting point in our area.</p> <p>Improvements in water management also support improved soil quality, which is needed to enable sustainable agriculture, and to improve biodiversity and carbon sequestration. This area is currently being explored with Water Resources East and a number of landowners, and potential projects are being developed to address the soil improvement challenge in a water management context.</p> <p>Opportunities will exist for landowners and managers to contribute to carbon sequestration – the proposed Natural Capital East regional initiative and other 25 Year Environment Plan activity will help develop the evidence base that</p>

	is needed to prioritise carbon sequestration where it makes the most economic and environmental sense. The Eastern Claylands project from the Woodland Trust is an ambitious initiative already working on this challenge. An ever-changing landscape in the funding of local renewable generation of heat and power will provide opportunity for landowners and public bodies to develop renewable generation projects. Making the relevant funding and support information widely available will support this aim.				
Data available (include baseline if have)	<ul style="list-style-type: none"> <li>• A number of carbon and soil health tools available – many challenges with extrapolating data in a meaningful way from micro to farm or landscape scale (see actions below).</li> <li>• Natural Capital Baseline assessment for Norfolk and Suffolk being developed by UEA for Norfolk and Suffolk County Councils using the indicators in the Government's 25 Year Environment Plan – due to be completed early 2020.</li> </ul>				
Action	Responsible / Status	Deadline/milestones	Result	Resources	Potential barriers
Develop a Natural Capital baseline assessment for Norfolk and Suffolk to inform future planning	Being delivered – UEA /NCC/SCC and key environment/ farming stakeholders plus the LEP	Initial baseline completed May 2020	A robust baseline with data against many of the measures in the 25 Year Environment Plan	Existing data from a wide range of sources, checked and analysed by UEA	None
Explore the potential to develop regional natural capital enhancement and resource management projects with the proposed Natural Capital East initiative and Water Resources East	In development – LEP and other partners actively working with Water Resources East on a range of ideas, and the LEP part of the steering group for Natural Capital East	Develop initial projects with WRE in 2020; scope the Natural Capital East initiative during 2020	Region wide initiatives are developed and secure funding	Project development time initially	Need to separate out clearly deliverable projects
Develop and test data assessment methodology for comparing the carbon sequestration and soil quality benefits of a range of measures.	In development – LEP with data specialists, UEA and leading local farmers	Develop project by summer 2020	A robust methodology to propose to Defra and a case for the value of improving carbon sequestration on productive land.	On-farm costs of testing methods, data capture and analysis tools and process, academic input.	Need to secure funding – fast moving and competitive field.
Develop biodiversity and water quality/resource	Water Resources East, key environmental groups, NCC/ SCC and	Aim to have some developed initiatives in 2020	Habitat improvement, improved water quality and water	Cost of landscape interventions, measuring and	Many smaller projects delivered –

projects in river catchments and wildlife corridors and marginal land	the farming sector – concept stage but some projects in initial development stage		resource management, new and transferable methodologies and partnership approaches	monitoring equipment and data analysis, and project management	challenge of delivering at scale
Deliver a new Food Innovation Centre to support food sector businesses to innovate, tackle food and health challenges, and develop new products, in the context of clean growth	Funding bids under consideration – SNDC and partners	Results of bids 2020, project 2021-23.	Increase in innovation in the food sector in Norfolk and Suffolk and the development of an agrifood cluster aware of and tackling clean growth agenda	Capital build of new centre, and revenue programme of support.	Need to secure funds
Develop and deliver sustainable water management plans for Norfolk and Suffolk, in particular addressing the water access issues around abstraction, water capture and storage on drained land, and the potential for water trading	In development – a number of potential projects under consideration for funding /further development – Water Resources East and partners	Projects in development in 2020 – Regional Water Management Plan 2023	Holistic solutions to water management maximising the resources we have, and ensuring adequate supply	Investments in feasibility, capital build, data capture and testing	Need to secure funding, and need to focus ambitious agenda on deliverable initiatives. Long term timescale for some projects

### Green Finance

<b>Background</b>	Green Finance is one of the fastest changing areas of funding opportunity, with a menu of grant, loan and equity options for private and public sectors, with different packages in terms of project management and delivery, risk management, and returns. However, there is still an issue with resourcing the development of new project ideas and testing their feasibility.
<b>Norfolk and Suffolk Context</b>	There is a growing range of finance options with the potential to enable the delivery of clean growth projects. The <u>European Regional Development Fund</u> has supported a number of projects which provide grants, advice or equity investment to projects which deliver carbon savings -

	<ul style="list-style-type: none"> <li>• <u>BEE Anglia</u>, £4.1m low carbon specialist assessment and grants programme run by Suffolk County Council and supported by the ERDF programme, operates across the LEP area and has enabled carbon savings in participating businesses.</li> <li>• <u>Low Carbon Innovation Fund 2</u>, a regional equity investment opportunity co-financed with £8m ERDF funding, and run by UEA and Norfolk County Council, offers low carbon investment opportunities for businesses in the East of England.</li> <li>• <u>Eastern New Energy</u> – a multi-LEP project starting in 2020, with just under £1m allocated to Norfolk and Suffolk activity, run by the University of East London, with UEA and the University of Suffolk among its partners. It will work towards identifying and developing energy storage projects, enabling renewable and retrofit projects, and supporting innovation in the LCEGS sector.</li> </ul> <p>There is a growing range of equity options for funding large scale renewable and clean energy projects, many of them aimed at managing and mitigating risk for the public sector. The <u>UK100</u> group of public sector authorities committed to achieving 100% clean energy by 2050 have built up considerable expertise in delivering major clean energy investments using a range of investment packages, and they are happy to share case studies and expertise.</p> <p>Green finance opportunities include -</p> <ul style="list-style-type: none"> <li>• SALIX – Government interest-free loans for energy efficiency /low carbon projects funded by BEIS.</li> <li>• Macquarie – Green Investment Group (GIG) - flexible and development capital for green infrastructure projects.</li> <li>• SDCL (Sustainable Development Capital) - a major global investor which funds and manages projects and takes on the risk via an Energy Service Company (ESCO) model.</li> </ul> <p>There are many other organisations offering finance, including all major banks, and a range of smaller investors and crowdfunding platforms, each with a slightly different model of ownership, project management and delivery, risk and returns. However, there is still an acknowledged funding gap in enabling the initial pre-investment feasibility work which is harder to finance.</p> <p><u>Innovate UK</u> funding and the <u>Industrial Strategy Challenge Fund</u> offer opportunities for ambitious clean growth projects in a range of sectors and themes. These calls have short turnaround times when issued, and often require very specific partnerships – often with an SME lead - and deliverables. Developing a pipeline of suitable partnerships and project ideas for future opportunities as part of the LEP Investment Plan would be helpful.</p>				
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>• Carbon savings (EU projects)</li> <li>• No of businesses supported to make carbon reductions (EU projects)</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>

Deliver the ERDF low carbon projects, and measure the impact /benefits to inform future programmes	SCC – BEE Anglia, and SCC/UoS Eastern New Energy, NCC LCIF2. LEP evaluation at programme level.	Delivery by close 2023	Businesses supported to make carbon savings, and new low carbon projects identified (Eastern New Energy).	ERDF funding	
Consider any other resources needed to address project development/feasibility gap	LEP with partners – do we need resource to develop projects to feasibility stage?	tbc	Pipeline of projects ready for green finance opportunity	tbc	

**Skills - tbd**

<b>Background</b>					
<b>Norfolk and Suffolk Context</b>					
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>

**Clean growth adaptation – tbd**

<b>Background</b>					
<b>Norfolk and Suffolk Context</b>					
<b>Data available (include baseline if have)</b>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>				
<b>Action</b>	<b>Responsible / Status</b>	<b>Deadline/milestones</b>	<b>Result</b>	<b>Resources</b>	<b>Potential barriers</b>

## Environmental Policy

### Introduction

The LEP has a longstanding commitment to environmental sustainability, most recently in the Norfolk and Suffolk Local Industrial Strategy, with its vision for Norfolk and Suffolk as the 'UK's Clean Growth region'. The LEP is working with all its partners and stakeholders to develop an action plan to deliver this vision, and continually reviews its policy and practice to improve sustainability. The LEP is committed to environmental protection and the minimisation of the negative environmental effects of its direct business activities.

### The Policy

The LEP recognises that many of its activities have an impact on the local, regional, national and global environment. We aim to conduct our business and operations to reflect best environmental practice and improve its environmental performance beyond current legislation and regulation.

This policy applies to all employees and board members and the activities, projects and programmes it's involved in. A list of projects and programmes covered by this policy is included in the Environmental Action Plan on page 2.

Specifically, the New Anglia LEP, its projects, programmes and sub-contractors, will:

- review all activities, operations and procedures to identify, quantify and evaluate environmental impact
- dispose of its waste using a registered waste collector and observe and comply with the Waste Electrical and Electronic Equipment (WEEE) regulations
- minimise resource use and the environmental impacts associated with its activities, this includes but is not limited to energy consumption and travel arrangements
- meet and endeavour to exceed all UK, European and International environmental legislation across its operations
- continue to raise awareness of environmental issues amongst staff and encourage individual environmental responsibilities and the use of good environmental practice
- communicate the value of environmental awareness and sustainability to members and stakeholders
- purchase, whenever possible, goods and services that minimise adverse environmental effects.

Responsibility for its implementation lies with the Board, managers and all employees.

Last updated: 20<sup>th</sup> December 2019

## Environmental Action Plan

In order to implement the Environmental Policy, New Anglia LEP is committed to the following activities and will review progress against this plan yearly. This action plan covers all relevant projects and programmes as listed below.

### Minimisation of waste

New Anglia LEP will endeavour to reduce the amount of waste created by its activities and increase recycling:

- Reduce unnecessary printing and to recycle paper where possible
- Not produce hard copy documents unless absolutely necessary and to keep order numbers as low as possible
- Monitor magazine circulations and remove contacts if deemed appropriate
- Recycle items where possible by utilising the facilities available in the managed offices, including the TerraCycle scheme
- Ensure that all electrical and electronic equipment is disposed of and recycled correctly and not mixed with general waste.
- Use recycled products including paper where possible
- Ensure that hired facilities meet the above requirements.

### Minimisation of energy consumption

New Anglia LEP will endeavour to reduce the amount of energy used:

- Reduce the energy used in the offices by launching a Turn It Off campaign, to ensure that electrical items are turned off rather than to stand by and that lights are turned off
- Ensure that stationery and equipment supplies are ordered through local companies where possible and orders are compiled rather than separate items
- Consider the energy rating of new office equipment to ensure efficiency.

### Minimisation of travel

New Anglia LEP recognises that some travelling is necessary in the day-to-day operation of the organisation, however there are some ways that our team can travel smarter:

- Car and lift share where possible to meetings and events
- Utilise modern technology to reduce travel and save time, use of telephone conference facilities and Teams
- Use public transport where possible; buses and trains
- Promote alternative transport options like walking and cycling.

### Measures and monitoring

New Anglia LEP will research the environmental impact of its operation in order to produce a baseline estimate of key measures, including paper consumption, toner cartridges, staff mileage. From this baseline, quarterly monitoring will be conducted to ensure progress against the actions and progress will be shared regularly with staff at team meetings to encourage further improvement.

Training and awareness campaigns will be conducted for all employees to ensure that they are aware of the organisation's commitment and provide a platform for change in their own habits. This will include quarterly reporting of the above monitoring data at Monday Team Meetings and a team-wide discussion on achieving further improvements.

Projects covered by this Action Plan include –

- New Anglia Careers Hub ESF project
- New Anglia Growth Programme

**New Anglia Local Enterprise Partnership Board**  
**Wednesday 26<sup>th</sup> February 2020**

## **Agenda Item 7**

---

### **Approach to developing a Tourism Action Plan**

---

Author: Madeleine Coupe

Presenter: Julian Munson

#### **Summary**

Tourism is one of Norfolk and Suffolk's largest sectors by employment but contributes less to the economy than other higher value sectors.

This paper provides a proposal for developing a Tourism Action Plan to identify interventions which will raise productivity and value of the sector and position the region to secure Government investment.

#### **Recommendation**

The board is asked to:

- Endorse the proposal to develop a Tourism Action Plan
- Approve the timeline and approach

#### **Background**

The tourism sector in Norfolk and Suffolk is the second largest sector by employment after health and social care. Employing 11% of the region's workforce, the sector accounts for 89,100 jobs. The sector also contains 12% of the region's businesses. Although a large and growing sector of the economy, tourism is considered to be low-skilled and seasonal, which accounts for its relatively low GVA per job compared to other economic sectors.

Given the size and scale of the sector, a plan is required to identify key actions which will enable the sector to raise productivity through developing a year-round visitor economy, skills development, adoption of new technology, infrastructure development and access to business support. With Local Industrial Strategy's focus on clean growth, a clear strategy for sustainable tourism is also needed.

#### **Tourism Sector Deal and Discover England Fund**

A Tourism Sector Deal was published in June 2018 and sets out how the government and industry will work in partnership to boost productivity, develop the skills of the UK workforce and support destinations to enhance their visitor offer. The Sector Deal follows the framework of the Industrial Strategy, looking at the five pillars of productivity – Ideas, People, Infrastructure, Business Environment and Places.

Within the Sector Deal was the opportunity for places to bid to become one of 5 Tourism Zones nationally. Tourism Zones will develop from a collaboration of business, LEPs, Destination Management Organisations (DMO) and local authorities with a strategy for how they plan to grow the visitor economy, address market failures and barriers to productivity. It is likely that an announcement on Tourism Zones will be made during the March budget.

In addition, it is likely that there will also be an announcement about a second round of the Discover England Fund, a tourism development fund administered by Visit Britain. The Tourism Action Plan will put Norfolk and Suffolk in a good position to develop robust bids for both the Discover England Fund and Tourism Zone.

### **Links to the Economic Strategy and Local Industrial Strategy**

New Anglia LEP has considered tourism a priority since its formation. The Economic Strategy identifies tourism as a priority sector and considers how its value can be raised through developing a year-round visitor economy and attracting higher value tourism, ensuring that the sector makes the maximum economic contribution to the regional economy.

The Local Industrial Strategy states the ambition to boost apprenticeships, grow overall value and productivity of the tourism sector and encourage job creation and increase skills levels, salaries and career potential. It also makes a commitment to bid to become a pilot Tourism Zone.

### **Success Criteria:**

For the project to be successful the Action Plan must meet the following criteria:

- Consensus is reached that a new collaborative approach is needed in order to make a step change for the sector.
- Be an action-orientated plan for improving productivity for the sector which is distinctive from Destination Management and Marketing Plans or strategies. Partners understand this point of difference.
- It is 'owned' and endorsed by all partners and clearly defines the role that partners can play in supporting delivery.
- Places the sector in Norfolk and Suffolk in a prime position to secure government funding, influence policy and harness opportunities including developing robust bids for Tourism Zones and the Discover England Fund.
- The project draws together partner activity and build on existing work as opposed to duplicating it.

### **Approach**

The project will be collaborative led by New Anglia LEP and the LEP sector group for tourism, Visit East of England (VEE).

A steering group will provide strategic leadership and guidance. Partners from across the public and private sectors have expressed an interest in being part of the steering group. Stakeholder events will be held to help build the evidence and achieve buy-in throughout the project.

The geography of the plan will be Norfolk, Suffolk and Cambridgeshire. Cambridge sees a large number of overseas visitors who stay for a very short time before moving outside of the East of England. Partners in Cambridgeshire are keen to work with New Anglia LEP to see how visitors can be encouraged to stay in our region for longer. A partnership with Cambridgeshire is being encouraged by the Department for Digital, Culture, Media and Sport (DCMS) and Visit Britain. The plan will be developed by New Anglia LEP in partnership with Visit East of England. It will build on work undertaken for the Economic Strategy and Local Industrial Strategy as well as by

local authority partners. As such, the resource implications for the plan will be kept to a minimum.

### **Next steps**

**Feb- April:** Steering Group convened, tourism business survey conducted, consultation events held. VEE Board to agree primary themes and content.

**May—July:** Draft, design and publish plan. Endorsement process including regional DMOs, Local Authorities, tourism businesses and New Anglia LEP.

**Summer:** Engagement and promotion of the Tourism Action Plan

### **Recommendation**

The board is asked to:

- Endorse the proposal to develop a Tourism Action Plan
- Approve the timeline and approach



**New Anglia Local Enterprise Partnership Board**  
**Wednesday 26<sup>th</sup> February 2020**

## **Agenda Item 9**

---

### **Sub-Board Reporting**

---

Author: Rosanne Wijnberg

Presenter: Rosanne Wijnberg

#### **Summary**

This paper recommends an approach to sub-board reporting which ensures that the LEP Board are appraised of the priorities and progress of our key sub-boards; and that we maintain our focus on the priorities identified in our Norfolk and Suffolk Economic Strategy (NSES) and Local Industrial Strategy (LIS).

#### **Recommendation**

The board is asked to:

- Approve the proposed reporting cycle
- Approve the proposed reporting template (acknowledging that this will be an iterative process)
- Note the attached reports, these will be further developed by each sub-board

#### **Background**

We need to ensure that we maintain our focus on the priorities identified in the NSES and LIS.

Our sub-boards and industry councils are led by LEP Board members, with the support of a LEP team member. These groups meet quarterly. The proposed approach to reporting ensures that the LEP Board are kept up to date with the activities of these groups.

It is proposed that the following sub-boards report:

- Skills Advisory Panel (SAP)
- Transport Board
- Innovation Board
- Agri-Food and Industry Council
- Digital Tech Industry Council
- All Energy Industry Council
- Clean Growth Taskforce (subject to LEP board agreeing establishment of the taskforce)

Reporting cycle:

- Our sub-boards, with the exception of SAP and clean growth taskforce, meet quarterly
- Recommendation that they report to the LEP Board twice per year

## **Key considerations**

Our proposed report provides information on:

- LEP Board member lead, plus supporting LEP team member
- Outlines the key priorities and how they deliver against our NSES and LIS
- Provides an update against each priority
- Indicative timing against each priority

Appendix 1 – Sub-board Report

## **Link to the Economic Strategy and Local Industrial Strategy**

The proposed approach is designed to ensure that we maintain our focus on the priorities of our Norfolk and Suffolk Economic Strategy and Local Industrial Strategy.

## **Recommendation**

The board is asked to:

- Approve the proposed reporting cycle
- Approve the proposed reporting template (acknowledging that this will be an iterative process)
- Note the attached reports, these will be further developed by each sub-board

## Appendix 1

### Sub- Board Reporting

<b>Sub-Board:</b>	<b>Skills Advisory Panel</b>	
<b>Representatives:</b>	<b>LEP Board: Claire Cullens</b>	<b>LEP Team: Natasha Waller</b>
<b>Meeting Frequency:</b>	<b>Bimonthly</b>	
<b>Key Objectives and their link to the NSES and LIS</b>	<b>Update on actions / activity</b>	<b>Next Steps</b>
<p><i>NSES: Driving Inclusion and skills</i> Through the development of sector skills plans, produce clear statements about the skills businesses need now and in the future.</p> <p><i>LIS: People</i> Driving skills progression for the workforce July 2020 - SAP meeting focus</p>	<ul style="list-style-type: none"> <li>Active engagement of panel members with designated skills plan for example Clarke Willis agri-food lead facilitated a workshop to develop business engagement plan and priorities for 2020 identified.</li> <li>Skills Support for the Workforce ESF project that support business to upskill current workforce have engaged with the SAP and are now connected to the new Energy Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Sectors Skills plans leads meeting 14<sup>th</sup> February to review cross cutting themes and identify where sectors overlap and where collaboration is needed.</li> <li>Continue to oversee the delivery of the Skills Support for the Workforce programme to ensure delivery is targeted at key sectors. Update to be provided at March SAP meeting.</li> <li>Develop a proposal to take forward the local digital skills aspiration which will be presented to the Board in February.</li> </ul>
<p><i>NSES: Driving Inclusion and skills</i> Through the development of sector skills plans, produce clear statements about the skills businesses need now and in the future. Develop new approaches and remove barriers to getting people back into work. Step up our efforts to promote and support the delivery of high quality apprenticeships.</p> <p><i>LIS: People</i> Providing agile and responsive training provision for key sectors March 2020 - SAP meeting focus</p>	<ul style="list-style-type: none"> <li>Process agreed for allocating the underspend of Skills Deals (ESFA and LA funds) business led projects for filling a training need where no course are available or adequate funding to make viable.</li> <li>Decision meeting on Skills Deal underspend applications and due diligence underway.</li> <li>ESF Sector Skills call closed on 2<sup>nd</sup> December SAP members developed ideas and encourage applications for projects that would take forward the actions within the sector skills plans.</li> <li>Initial review on apprenticeship taken place in SAP and linked groups</li> </ul>	<ul style="list-style-type: none"> <li>Suffolk County Council working with preferred applicant to ensure all the relevant information is provided in order to release the funds. SAP will then be updated.</li> <li>Support the development of Business case/s to address up-skilling amongst residents and equip FE/HE providers to develop projects and bid for national ESF reserves.</li> <li>Support the implementation of the ESF Sector Skills projects – ensuring concordance with local need and current provision.</li> <li>Further deep dive on apprenticeships to take place in March 2020 SAP meeting to pinpoint where interventions/support are best placed.</li> </ul>

<p><i>NSES: Driving Inclusion and skills</i> Step up our efforts to promote and support the delivery of high quality apprenticeships. Expand the education pipeline within our primary and secondary schools. Grow the number of Enterprise Advisers and the number of schools that are engaged.</p> <p><i>LIS: People</i> Equipping young people for success January 2020 - SAP meeting focus</p>	<ul style="list-style-type: none"> <li>• Apprenticeship Levy Coordinator appointed and access to levy funds underway through engagement with businesses.</li> <li>• Engaged and supported delivery of Suffolk skills show which took place in October.</li> <li>• Skills show for Norfolk launched in January with a LEP speech on the EAN, Youth Pledge and Apprenticeship Levy Sharing. U</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the Youth Pledge remains a key driver for the work of the Board</li> <li>• Support the Norfolk Skills and Careers Festival in March through a LEP stand and promoting opportunities to business and schools</li> <li>• Review of the gaps in the Enterprise Adviser Network to take place so SAP can look to support</li> <li>• Panel asked to review strengths and weaknesses of this objective and inform Skills Manager for discussion at March 2020 meeting.</li> </ul>
<p><i>NSES: Driving Inclusion and skills</i> Develop new approaches and remove barriers to getting people back into work.</p> <p><i>LIS: People</i> Tackling barriers to employment May 2020 - SAP meeting focus</p>	<ul style="list-style-type: none"> <li>• Tom Brown, CEO from the Green Light Trust has been recruited as the voluntary sector member of the SAP. Claire Cullen the newly appointed SAP chair is also from the VCS.</li> <li>• Identified targets that can be reviewed by the SAP going forward that looks at talking barriers to employment such as 'Not in employment education and training' NEET data and unemployment and climate rates.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and monitor the successful delivery of ESF (ESFA/DWP) programmes.</li> <li>• Ascertain and best utilisation of funding such as the Adult Education Budget to raise Basic Skills levels in communities.</li> <li>• SAP May meeting to focus on this objective agree action for members to take forward.</li> </ul>
<b>Sub-Board:</b>	<b>Transport Board</b>	
<b>Representatives:</b>	<b>LEP Board: Doug Field</b>	<b>LEP Team: Ellen Goodwin</b>
<b>Meeting Frequency:</b>	<b>Quarterly</b>	
<b>Key Objectives and their link to the NSES and LIS</b>	<b>Update on actions / activity</b>	<b>Next Steps</b>

<p><i>NSES: Our offer to the world/competitive clusters close to global markets</i></p> <p><i>LIS: Infrastructure</i></p> <p>Connecting the East, Accessing the World: quicker, more reliable and resilient strategic connections, encouraging improved perceptions, economic participation and inward investment</p>	<ul style="list-style-type: none"> <li>Facilitated discussions on a maritime cluster for Norfolk and Suffolk.</li> <li>Influencing GEML and Ely taskforce to focus on the strategic case and political influencing.</li> <li>Developing relationships with other Sub-National Transport Bodies to learn best practice and disseminate learning within Transport East.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Martine cluster proposal further by bringing partners together on 10 March 2020 to discuss.</li> <li>Ely strategic case due to be delivered spring 2020. Revised business case for GEML to be considered on 27 February 2020.</li> <li>Transport East forum scheduled for 26 February 2020 focused on strategy development.</li> </ul>
<p><i>NSES: Driving business growth and productivity</i></p> <p><i>LIS: Infrastructure</i></p> <p>Regional Connectivity and Our Priority Places: keeping people and products moving through new investment, placemaking, maintenance and an integrated public transport network with active travel opportunities</p>	<ul style="list-style-type: none"> <li>Transport East priorities submitted to DfT to secure funding.</li> <li>Transforming Cities engagement in programme and bid development submitted to DfT in late 2019.</li> <li>Initial commitment from some services operators to integrated ticketing.</li> </ul>	<ul style="list-style-type: none"> <li>Waiting outcome of funding from DfT on Transport East priorities – expected early 2020.</li> <li>Engage with Fusion Board to expand out their integrated ticketing to include other modes and geographic areas early in 2020.</li> </ul>
<p><i>NSES: Driving business growth and productivity</i></p> <p><i>LIS: Infrastructure</i></p> <p>Agile to Change: embracing new technologies and digital connectivity to enable remote access and facilitate Mobility as a Service</p>	<ul style="list-style-type: none"> <li>Working with the Connected Places Catapult on delivering a Connections Café in Norfolk and Suffolk which brings together supply chain and SME innovators.</li> <li>Initial conversations with the Connected Places Catapult, TechEast and the Port of Felixstowe to explore opportunity for the port to become the UK's first Blue Tech cluster.</li> </ul>	<ul style="list-style-type: none"> <li>Connections Café on 25<sup>th</sup> Feb in Ipswich</li> <li>Wider meeting with partners early 2020 to discuss further and develop plan for Blue Tech cluster.</li> </ul>
<p><i>LIS: Clean Growth</i></p>		<ul style="list-style-type: none"> <li>Transport Board to consider what they will do to contribute to clean growth request from November LEP Board at their scheduled meeting on 25 February.</li> </ul>
<b>Sub-Board:</b>	<b>Innovation Board</b>	
<b>Representatives:</b>	<b>LEP Board: Johnathan Reynolds</b>	<b>LEP Team: Maddie Coupe</b>
<b>Meeting Frequency:</b>	<b>Quarterly</b>	

Key Objectives and their link to the NSES and LIS	Update on actions / activity	Next Steps
<p><i>NSES:</i> <i>LIS: Ideas</i> Develop an evidence base</p>	<ul style="list-style-type: none"> <li>• Engagement with Innovate UK over data requirements.</li> <li>• Broad range of data sets developed as part of the LIS evidence base.</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with key regional patent filers to access further enhance data. Innovation Board to discuss existing data and gaps at scheduled meeting in Sept</li> </ul>
<p><i>NSES:</i> Driving Business Growth and Productivity  <i>LIS:</i> Infrastructure  Improve the innovation infrastructure by supporting strategic projects</p>	<p>Support and engagement with key innovation projects to ensure alignment with LIS and ES:</p> <ul style="list-style-type: none"> <li>• Strength in Places Fund</li> <li>• Institute of Productivity</li> <li>• UoS / Adastral Park Digi Hub</li> <li>• Stowmarket Innovation Labs</li> <li>• IWIC, Ipswich</li> <li>• Proposed Nuclear Innovation Centre (EDF)</li> <li>• Proposed collaborative tech hub in Norwich City centre</li> <li>• Review other potential innovation hub proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor impact of funded projects in relation to innovation (ongoing)</li> <li>• Support phase 2 bid for Strength in Places Fund Q4 2020</li> <li>• Support to Innovation Hubs (ongoing)</li> </ul>
<p><i>NSES:</i> Driving Business Growth and Productivity  <i>LIS:</i> Ideas  Investment in Innovation to improve success rates</p>	<ul style="list-style-type: none"> <li>• SBRI event delivered to promote scheme to public sector procurement officers</li> <li>• Mentoring support project concept developed, bid submitted to Innovative Projects Fund Dec 2019</li> <li>• R&amp;D Grants scheme supported</li> <li>• Support East of England Investment Catalyst (CNTC)</li> </ul>	<ul style="list-style-type: none"> <li>• Launch R&amp;D grants scheme March 2020</li> <li>• Secure funding for mentoring support programme – decision in March 2020</li> <li>• Run workshop for business to promote grant support and SBRI opportunities in Q4</li> <li>• Convene R&amp;D Grants task and finish group in Q1</li> <li>• Arrange/support annual Investment Catalyst event in Q3</li> </ul>
<p><i>NSES:</i> Collaborating to Grow, Our Offer to the World  <i>LIS:</i> Ideas  Ecosystem and cluster development - support a range of coordinated activities which create-grow-develop-sustain innovation capacity</p>	<ul style="list-style-type: none"> <li>• Innovation Forum launched</li> <li>• Database of successful Innovate UK applicants created</li> <li>• Support for UoS bid to join up innovation centres/ workspace passport (IPF)</li> <li>• Engagement with Innovate UK over opportunities surrounding Innovate UK conference in the East</li> <li>• Held Innovation Sprint</li> <li>• Support ORE Catapult</li> <li>• Strengthen connections and potential project activity with Catapults and KTNs</li> <li>• ORE Regional Innovation Manager post supported and hosted at Orbis</li> </ul>	<ul style="list-style-type: none"> <li>• Write engagement plan for Innovation champions</li> <li>• Hold further quarterly Innovation Forums in Q1-4 exploring cross sector opportunities</li> <li>• Publish Innovation Prospectus by Q2</li> <li>• Showcase N&amp;S businesses at Innovate UK conference in March 2020</li> <li>• Host breakfast event at IUK conference in March 2020</li> <li>• Pilot outcome of Innovation Sprint and review impact in Q2</li> <li>•</li> </ul>

<p><i>NSES: Driving Skills and Inclusion</i> <i>LIS: People</i></p> <p>Skills - assist and develop the best talent for delivering innovation at the scientific, technical and business levels</p>	<ul style="list-style-type: none"> <li>Supported and inputted into the emerging tech sector skills plan</li> </ul>	<ul style="list-style-type: none"> <li>Review the interventions in sector skills plan and champion delivery – Innovation Board to review in Q3</li> <li>Provide support to SAP as needed</li> </ul>
<b>Sub-Board:</b>	<b>All Energy Industry Council</b>	
<b>Representatives:</b>	<b>LEP Board: Johnathan Reynolds</b>	<b>LEP Team: Maddie Coupe</b>
<b>Meeting Frequency:</b>	<b>Quarterly</b>	
<b>Key Objectives and their link to the NSES and LIS</b>	<b>Update on actions / activity</b>	<b>Next Steps</b>
<p><i>NSES: Our Offer to the World, Collaborating to Grow</i> <i>LIS: Clean Energy</i></p> <p>Develop a joined-up message and ‘single voice’</p>	<ul style="list-style-type: none"> <li>Offshore Wind Prospectus Launched</li> <li>Attendance at energy events internationally e.g. Offshore Energy</li> </ul>	<ul style="list-style-type: none"> <li>Develop a cohesive message linked to Norfolk and Suffolk Unlimited by Q2</li> <li>Campaigns through Invest East ongoing</li> </ul>
<p><i>NSES: Collaborating to Grow</i> <i>LIS: Clean Energy</i></p> <p>Regional collaboration</p>	<p>All Energy Industry Council developed:</p> <ul style="list-style-type: none"> <li>Chair appointed: Mark Goodall</li> <li>Membership agreed</li> <li>Terms of Reference approved</li> <li>Contract with industry partner: EEEGR</li> <li>First meeting: priority themes agreed</li> <li>Second meeting: activity planning workshop</li> <li>Prioritisation of project ideas and sub-groups convened</li> </ul>	<ul style="list-style-type: none"> <li>Delivery plan agreed at Q1 meeting</li> <li>Activity mapped against LIS and Sector Deals by Q1</li> <li>Deep Dives into LIS interventions at each meeting – next one scheduled to be on Greater South East Energy Hub (Feb)</li> <li>Stakeholder mapping with roles and connections</li> </ul>
<p><i>NSES: Driving Business Growth and Productivity</i> <i>LIS: Clean Energy</i></p> <p>Supporting and developing a connected supply chain</p>	<ul style="list-style-type: none"> <li>Support for the Vattenfall/ Norfolk Chamber project</li> <li>Engagement with Offshore Wind Week</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain mapping and capability matrix for all energy by Q2</li> </ul>

<i>NSES: Driving Skills and Inclusion</i> <i>LIS: People</i> Skills development	<ul style="list-style-type: none"> <li>• Skills Sub-group established</li> <li>• Sector Skill Plan in place</li> </ul>	<ul style="list-style-type: none"> <li>• Skills group to report to the Council on progress against sector skills plan in Q2</li> </ul>
<i>NSES: Competitive Clusters Close to Global Centres</i> <i>LIS: Ideas</i> Fostering innovation	<ul style="list-style-type: none"> <li>• ORE Catapult support</li> <li>• Sub-group convened and scoping out activities</li> </ul>	<ul style="list-style-type: none"> <li>• ORE Regional Innovation Manager attends Energy Council meeting from Q1</li> <li>• Presentation to Innovation Board and discussion on opportunities scheduled at May meeting</li> </ul>
<b>Sub-Board:</b>	<b>Digital Tech Industry Council</b>	
<b>Representatives:</b>	<b>LEP Board: Dominic Keen</b>	<b>LEP Team: Maddie Coupe</b>
<b>Meeting Frequency:</b>	<b>Quarterly</b>	
<b>Key Objectives and their link to the NSES and LIS</b>	<b>Update on actions / activity</b>	<b>Next Steps</b>
<i>NSES: Collaborating to Grow,</i> <i>LIS: ICT/ Digital</i>  Governance	<ul style="list-style-type: none"> <li>• Chair appointed: Neil Miles</li> <li>• Membership agreed</li> <li>• Terms of Reference drafted (in consultation)</li> <li>• Contract with industry partner: Tech East</li> <li>• First meeting held (Sept)</li> <li>• Second meeting held (Nov): gap analysis workshop</li> <li>• Third meeting held (Feb) to formulate work groups.</li> <li>• Terms of Reference adopted at Feb meeting</li> <li>• Priority themes agreed and sub-groups set up for: <ul style="list-style-type: none"> <li>- Digital Skills Taskforce</li> <li>- Business support and access to finance</li> <li>- Hubs and incubators</li> <li>- Communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Sub-groups to meet and scope out actions</li> <li>• Draft delivery plan presented at meeting (June).</li> <li>• Deep Dives into LIS interventions (ongoing)</li> <li>• Stakeholder mapping with roles and connections</li> </ul>
<b>Sub-Board:</b>	<b>Agri-Food Industry Council</b>	
<b>Representatives:</b>	<b>LEP Board: Doug Field</b>	<b>LEP Team: Maddie Coupe</b>
<b>Meeting Frequency:</b>	<b>Quarterly</b>	

<b>Key Objectives</b>	<b>Update on actions / activity</b>	<b>Next Steps</b>
<p><i>NSES: Collaborating to Grow,</i> <i>LIS: Agri-Food</i></p> <p>Governance</p>	<ul style="list-style-type: none"> <li>• Chair appointed: Doug Field</li> <li>• Membership agreed</li> <li>• Terms of Reference drafted (in consultation)</li> <li>• Contract with industry partner: Agri-TechE</li> <li>• First meeting held (Sept)</li> <li>• Second meeting (workshop) held (Dec)</li> <li>• Terms of Reference adopted.</li> <li>• Sub-group met for first time to agree vision, mission and priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Priority themes agreed and mission statement adopted at April meeting</li> <li>• Draft delivery plan presented at third meeting (April).</li> <li>• Deep Dives into LIS interventions (ongoing)</li> <li>• Stakeholder mapping with roles and connections</li> </ul>

DRAFT



**New Anglia Local Enterprise Partnership Board**  
**Wednesday 26<sup>th</sup> February 2020**

**Agenda Item 10**

---

**Election of Deputy Chair**

---

Author: Chris Starkie Presenter: Chris Starkie

**Summary**

LEP deputy chair Lindsey Rix will be standing down from the LEP board from the start of April 2020.

Recruitment of her successor as a board member has begun, but the LEP also needs to fill her role as deputy chair of the LEP.

This paper recommends an approach to filling the deputy chair vacancy.

**Recommendation**

The LEP board is invited to begin the process of appointing a deputy chair as outlined in this paper.

**Background**

One of the recommendations of the Government's LEP Review in 2018 was that all LEPs should have a deputy chair.

Whilst not explicitly stated that this individual should be from the private sector, the Government's National Assurance Framework for LEPs states that it is best practice for deputy chairs to be from the private sector.

In November 2018 the LEP board signed off an approach to the appointment of the deputy chair – set out below:

**Stage 1**

The chair notifies all board members of the vacancy and requests nominations from private sector board members. This can be done formally at a board meeting, or by email to all board members. The nominations process must be open for a minimum of 14 days.

**Stage 2**

Potential candidates put themselves forward in writing to the chair.

Those nominated must be 1) one of the private sector board members and 2) willing and able to serve as deputy chair for a three year term.

Each nomination should have a proposer and a seconder. The proposer and seconder can be from the public or private sectors.

### Stage 3

The outcome of the nominations process (stage 2) is considered at the next available board meeting.

If there is only one nomination, that candidate is duly appointed, subject to ratification at that board meeting by the board.

If more than one board member is proposed then there is a secret ballot of all board members at that board meeting on the basis of one director one vote.

In the event of a tie fresh nominations are sought, and the election process re-run.

### **Key Issues**

The LEP's current deputy chair, Lindsey Rix, has indicated her intention to stand down from the LEP board at the start of April 2020. A process for recruiting a successor to her on the board is underway.

However, given we are also seeking to appoint a new chair for the LEP, it would make sense to appoint a deputy chair as soon as possible to aid succession planning and ensure continuity.

It is recommended that the LEP chair begins step 1 of the process by notifying board members of the vacancy and seeking nominations.

Under the LEP's rules the usual term for the post of deputy chair is three years. Board directors can usually serve for a maximum of six years (two terms). However the LEP's articles permit an extension of this in order for a chair or deputy chair to serve for three years.

### **Recommendation**

The LEP board is invited to begin the process of appointing a deputy chair as outlined in this paper.

## JOB DESCRIPTION

---

- Job title:** Deputy Chair of the Board
- Main purpose:** To support the Chair of the Board and Chief Executive Officer (CEO) to enable economic growth across Norfolk and Suffolk. To work with partners and stakeholders to ensure a cohesive approach.
- Key relationships:** The CEO & COO, the LEP Board, LEP Executive Team, local authorities, universities and colleges in New Anglia, business leaders and business organisations, sector groups, the LEP Network, Westminster and Whitehall.

*It's the excellent collaboration and efforts of the LEP, its Board, its people and its numerous volunteers and stakeholders and in particular its public sector partners which make New Anglia LEP a leading force for change. We work hard to be inclusive to bring to bear the skill, talents and resources of all those interested in driving growth in Norfolk and Suffolk.*

---

### Key Responsibilities:

1. Provide support to the Chair of the Board in providing clarity of purpose to ensure the Board is effective in setting and implementing the organisations direction and strategy.
2. To represent the Chair of the Board as and when required and to take the chair at meetings where necessary.
3. Support the Chair of the Board and Chief Executive Officer to fulfil the organisations potential.
4. Support the development of the effective and inclusive private public sector partnership to achieve practical outcomes with a consensual approach.
5. Promote and inspire confidence in the wider business community and our partners by demonstrating an understanding of the economy, the area and our stakeholders to support and attract business growth.
6. Represent New Anglia LEP to the outside world, in meetings with business and public sector partners including Government Ministers, and the media.
7. Uphold the high standards set out in the LEP's Standards of Conducts Policy.

**Person Specification:**

- Integrity.
- A senior business leader with a least three years in a board level role.
- A successful individual with good standing in the business community.
- Is making a difference to the New Anglia business economy now.
- Experienced stakeholder management, including building public and private sector partnerships at local and/or regional or national level.
- Experience of chairing meetings seeking balanced and informed decisions.
- Experience of managing corporate governance and codes of conduct.
- A considered approach to problem solving and able to demonstrate sound judgement.
- Understands drivers of business growth and economic environment.
- Has the interests of the New Anglia business community and Norfolk and Suffolk's economy at heart.
- Excellent communication and listening skills.
- Good team player.
- Reliable, effective and efficient.
- Strong influencer and persuader.
- Ability to devote the time to fulfil the role.

**Author: Chris Starkie**

### **Summary**

This report provides an overview of LEP team activities since the January board, structured around:

- 1) Programmes
- 2) Strategy
- 3) Engagement and promotion
- 4) Governance, Operations and Finance

The media dashboard is attached as an appendix to the report.

### **Recommendations**

The board is asked to:

- Note the contents of the report

#### **1) LEP Programmes**

##### **Growth Deal**

The majority of our large capital projects are being delivered in good time to achieve their intended outcomes. A number are now entering the evaluation phase to consider how well they were delivered, determine impact and assess value for money.

The flood defence projects in Lowestoft and Great Yarmouth have proved two of our more challenging projects, but good progress is now being made with both.

On 14 January 2020, approval was given by East Suffolk Council's north planning committee for the construction of 900m of tidal flood walls as part of the Lowestoft Flood Risk Management Project. These will be built around the Outer Harbour and at the site of the Royal Norfolk and Suffolk Yacht Club to reduce the risks of flooding for those living and working in the town. However, a further £40 million of funding is still required for a tidal barrier on the eastern side of the town's bascule bridge to achieve a greater level of protection. The planning approval however provides the opportunity for the LEPs Growth Deal grant of £10m on the project to be allocated to appropriate capital works.

Work on the Great Yarmouth Flood Defences is progressing well using techniques aimed at extending their lifespan by up to 30 years. One of the more intrusive elements of the scheme recently began on Bollard Quay which involves replacing the existing concrete wall adjacent to the busy Southtown Road linking Great Yarmouth and Gorleston. One lane of the road will be closed and diversions in place for a number of months. The Environment Agency have provided the LEP with confirmation that they are using Treasury grant in aid funding to cover delivery costs in 19/20 but will require the full LEP grant for the works in 2020/21.

##### **Business Growth Programme**

The Business Growth Programme remains ahead of its 2019/20 output and cumulative spend profile (by £700k). A recent decline in approvals and payments of the Small Grant Scheme, has now picked up, with eight applications totaling £104,403 approved during December.

The Q3 2019 claim (covering the period October – December 2019) has now been completed and submitted to MHCLG for approval. This totals £1.762m and takes the 2019/20 cumulative total to £4.8m (81% of the 2019/20 target).

Our £1.1m ERDF application, to extend the Growth Hub and the Small Grant Scheme activity to the end of November 2021, is still awaiting approval from MHCLG, although this is expected in the coming weeks.

At this stage, we anticipate that a national ERDF call for further funding will take place during the spring of 2020, with the LEP’s Business Support team preparing the information required to submit a request for further funding.

Richard Glinn, the new Growth Hub Manager is now in post. His appointment and the fourth annual evaluation of the Programme, which will be published in April, provides an opportunity to update delivery methods to better meet the needs of businesses.

Approval of the Growth Through Innovation (GTI) Grant Scheme (formally the Innovation, Research and Development Grant Scheme) is in its final stages, with informal approval expected by the end of February. On the 11<sup>th</sup> February, the LEP and Growth Hub held a joint away day, to ensure that the Growth Hub fully understand the new scheme and can start the process of supporting grant applications.

### **Growing Business Fund**

February saw the GBF panel convene and approve 2 applications, one for Condimentum, an extension to their earlier grant both have already been claimed.

The pipeline seems more buoyant and there is an increase in interest by businesses with perhaps 3 or 4 applications potentially coming to the March panel: there is just £130k to allocate for this year so this may take us into next year’s allocation.

There are a few changes in membership on the GBF panel including Jeanette Wheeler who is leaving the panel after staying on for an additional year.

### **Eastern Agri tech Initiative**

Cambridge and Peterborough Combined Authority are working on their next claim for the second half of the funding, a claim for £500k is being put together and will be with us shortly. CPCA have created new literature and pop ups which can be used to promote the grants and the next panel (board) meeting is end of march. The growth hub are signposting businesses direct to Martin Lutman Project Manager at CPCA: we have a pipeline of seven applications which are being developed for consideration.

### **Growing Places Fund**

Following completion in January 2020 of the £21m Winerack building on Ipswich Waterfront, repayment of the £5m LEP loan has commenced with an initial £1.3m payment divided equally between the LEP and Homes England. The majority of the loan is profiled for repayment before summer 2020.

### **LEP Innovative Projects Fund**

#### **Innovative Projects Fund 2018 call - £500,000**

All projects under the 2018 call of the Innovative Projects Fund with a combined IPF allocation and commitment of £539,531 have received their offer letters.

Two payments totalling £52,499.45 have been made this quarter and two payments totalling £13,108.17 are pending.

A total of £96,280 has been paid from the Innovative Projects Fund to date.

#### **Innovative Projects Fund (Norfolk & Suffolk) 2019 call - £1.5million.**

The 2019 Call of the Innovative Projects Fund was launched on Monday 7<sup>th</sup> October and closed on 20<sup>th</sup> December 2019.

The call received in the region of 80 enquiries.

37 applications were received and a total of £3,095,196 was asked of the Innovative projects fund with a total projects value of £6,790,048. The table below provides a breakdown of the project applications.

IPF Project Theme	Suffolk	Norfolk	LEP Wide	Totals
Business Support	4	3	7	14
Digital	1			1
Strategic / Energy Focused		1	1	2
Leadership			3	3
R&D	2	1	1	4
Sector Group Development			2	2
Skills			3	3
Tourism / Promotion	3	2	1	6
Transport	1			1
Wellbeing	1			1
<b>Total</b>	<b>12</b>	<b>7</b>	<b>18</b>	<b>37</b>

The applications are now with the externally appointed appraisal consultants. A report highlighting the recommendations for the approval and rejection of projects will be made available for the IPF Panel on 11<sup>th</sup> March 2020.

### Inward investment

The team was formed on 6<sup>th</sup> Jan 2020, with David Dukes, Michael Cousens and Penny Wright (ERDF Programme Compliance Officer) relocating from Norfolk CC. One further NCC post and an SCC post are both being recruited to currently. The team is expected to be at full strength by the end of April.

### Enquiry Handling

The team has been reviewing the current investment pipeline with the Department of International Trade to identify which leads are still current.

Improving analysis of the pipeline is the first priority for the new team as we have not been maximizing the opportunities presented by the pipeline.

This has turned into a more complex project than first anticipated with many (especially) Suffolk projects difficult to identify.

Relevant DIT lead contacts have been identified and asked to provide clarity and updates where necessary and an accurate report will be provided to the next Board.

There have been 10 new or landed enquiries received in the past few weeks – including 2 received just before Christmas.

### **Other activity**

This has included supporting the LEP’s presence at Horecava, and developing propositions for DIT around automotive, energy and food tech, as well as hosting the 5G inward investment mission at Adastral Park.

## **2) Strategy**

### **Economic Strategy Annual Performance Review**

Work on the Economic Strategy performance review is underway. The evidence workbooks have now been updated and the dashboard showing progress against the Economic Strategy Indicators in the Board pack for this month (agenda item 11).

The annual business and public Leaders performance session has been confirmed for Friday, 24th April. This session will involve a presentation of the Economic Strategy performance and will have a focus on developing the Investment Plan.

### **Development of Investment Plan**

The engagement pack to support partners in developing investment interventions will be published on 19<sup>th</sup> February which will feed into the Investment Plan. Local partners are being asked to identify key investments and submit an expression of interest by 20<sup>th</sup> March to help develop the initial stage investment plan. The Investment Plan will be a living document, this is the start of a new way of working.

The intention is to equip ourselves with strong investment propositions which we can proactively target funding sources, both public and private. This will take the existing project pipeline to the next stage.

### **Local Industrial Strategy**

The Local Industrial Strategy has now been published in Norfolk and Suffolk Unlimited branding and is available on the LEP’s [website](#). It is understood that government will be publishing three LIS imminently and that ours should be included in the subsequent tranche.

### **Nuclear Sector Deal**

New Anglia LEP is finalising the work around the Sizewell C aspect of the nuclear supply chain and competitiveness programme business case. Conversations continue with the Heart of the South West LEP, Nuclear AMRC and BEIS to ensure consistency with the nuclear places programme and the national programme and to get the overall business case completed in time for BEIS to assess in March and make a decision in April.

### **Inclusive Growth**

New Anglia LEP attended Suffolk’s VCSE leaders meeting on 11 February to strengthen the relationship with the sector and to discuss the delivery of the Economic Strategy and Local

Industrial Strategy. The group are preparing a state of the VCSE sector report which will be useful evidence to capture. Suffolk’s VCSE leaders are keen to establish a relationship with the VCSE representative on the Skills Advisory Panel and ensure that the sector’s voice is well represented at future meetings.

### **Norwich Good Economy Commission**

Following an initial meeting with representatives from Norwich City Council, the LEP have secured a seat on the Commission - which is seeking to identify innovative processes and tools to more accurately and holistically capture the impact and outcomes from local economic development interventions.

This is a new pilot project, being chaired by Prof. Catherine Waddam at UEA. Simon Papworth has been asked to participate to lend an economic analyst perspective and to represent the LEP in general. In particular the Commission will be looking to identify new ways to capture evidence around inclusive growth initiatives

### **Skills**

#### **Skills Advisory Panels (SAPs)**

The January Skills Advisory Panel focussed on the objective Equipping Young People for Success.

It was the first one chaired by Claire Cullens and it is clear that members are keen to have more actions come out of the panel. There were papers on apprenticeships, the Norfolk Skills and Careers Festival and the statistical data around this objective.

The Department for Education have confirmed a further £75K for 20/21 to support the work on in developing the SAP. The funds is subject to satisfactory evidence being provided and is for furthering analytical knowledge and to develop a Local Skills Report highlighting how our SAP has supported local providers and employers to respond to our local skills priorities plus set out future challenges and opportunities.

The SAP is meeting on February 28<sup>th</sup> to discuss the Investment Plan.

The LEP attended the SAP update and planning briefing at DfE – a chance to network with other LEP’s developing their SAPs, as well as receive updates from various teams within DfE.

#### **BT Evidencing Talent**

The LEP are supporting BT Adastral Park in their efforts to more thoroughly understand the evidence base around talent attraction and skills availability in the local economy. Evidence has been provided to them drawn from the Norfolk and Suffolk Economic Strategy, sector skills plans, and the Local Industrial Strategy. The next step is to identify any additional, bespoke evidence we can provide them.

#### **Apprenticeship Levy Transfer Project**

A significant levy pot has been virtually gifted for the LEP area. Talks are also taking place with a major bank and a supermarket which will support us to raise our profile further.

All the major local providers have met with Alison Ward and they have been encouraged to start utilising the levy for new apprentices working for a non-levy paying business.

The focus will be switched to look for more businesses wanting to receive the transferred levy and supporting all parties to work their way through the Digital Apprenticeship Service.

### **EAN and Careers Hub**

The Department of Education and Careers and Enterprise Company have confirmed an extension to the funding for the Enterprise Adviser Network and Careers Hub. Extending the program to August 2021. The LEP Board agreed the match funding for this at its November 2019 meeting. A Grant Agreement letter detailing expectations for 2020 –2021 will be sent once the CEC Grant Funding is formally signed off.

The Network is on track to achieve the Careers and Enterprise targets set out in its Grant Agreement for July 2020. These targets include the number of Enterprise Advisers matched to Mainstream and FE Educational Establishments as well as performance against the Gatsby Benchmarks (Careers Standards for measuring performance and quality) again which we are on track to achieve.

### **Infrastructure**

#### **Transport**

##### **Ely Task Force**

Recent meetings have discussed how to bolster the strategic case for delivery and gain further political support in order to gain a positive decision regarding moving to the next stage of development. The next meeting of the Taskforce will take place on 28 February.

##### **Great Eastern Mainline (GEML) Taskforce**

The Taskforce met on 10<sup>th</sup> February which was the first meeting chaired by the new Chair Giles Watling MP. Rollout of the new Stadler trains continues across the rural routes and two of the new intercity trains have recently been introduced on the Norwich to London line. Rollout of further intercity trains will continue over the coming months.

Technical issues have caused delays in rollout of the Bombardier trains across our region. It is anticipated that testing of these new trains will be underway shortly – with the first of these new trains to be rolled out towards the end of Spring, followed by a swift rollout of the remainder of these trains across the network.

The project board is considering the revised draft business case for the evidence refresh at on 27 February.

##### **Trowse Rail Bridge Working Group**

A follow up call took place on 4 February for the new group chaired by the LEP, looking at how we gain momentum around improving the rail bridge at Trowse.

##### **Transforming Cities**

The next Transforming Cities Joint Committee is scheduled for 19 February.

##### **LEP Transport Board**

The next Transport Board will take place on 25 February and will focus on the Agile to Change theme of the Integrated Transport Strategy. The agenda will consider innovation in transport and clean growth, at the request of the November Board meeting. The Board will take place after a ‘Connections Café’ which Norfolk and Suffolk are hosting on behalf of the Connected Places Catapult. The event is designed to improve networking amongst the SME community in the context of the Industrial Strategy’s grand challenges.

**Transport East**

Transport East’s annual summit will take place on 26 February. Transport East’s decarbonisation agenda approach is currently being reconsidered after limited interest in the inquiry approach.

**Utilities**

**Water Resources East**

The LEP attended the Strategic Advisory Group of Water Resources East on 14 January. The group heard about the current work of WRE and the progress being made to developing a region-wide plan to address strategic water supply.

**Greater South East Energy Hub**

The latest meeting of the Energy Hub took place on 17 January. The meeting considered the allocation of the Hub’s technical consultancy budget and awards from the Rural Community Energy Fund. Now the Board has become decision making Chris Starkie is the new representative for the New Anglia LEP.

**European Structural Investment Funds (ESIF)**

**ESIF Committee**

The ESIF Committee has been reviewing several EAFRD (Rural Growth Programme). These projects are for direct grants to rural businesses, including farms. Successful projects will be funded through the National Reserve Fund.

The next ESIF Committee meeting is likely to be scheduled in May 2020.

**ERDF**

£12.5m of projects are still in the application and approval process. If they are contracted, Norfolk and Suffolk will have fully secured its notional £43.6m allocation from the Fund. The LEP has been working with applicants to support them to develop successful full applications, including the proposed Food Innovation Centre at Honingham Thorpe, which is a Local Industrial Strategy priority project.

The LEP has also been working with partners to consider the potential opportunities in the National Reserve Fund, although with only £86m available nationally, these are likely to be limited.

**ESF**

In January, New Anglia LEP submitted an £800,000 bid to the European Social Fund to expand and enhance the Careers Hub service through the Enterprise Adviser Network across Norfolk and Suffolk. Discussions are underway about requesting a further Call from the National Reserve Fund for ESF to enable the LEP to develop a partnership project – Careers Hub 2 – with provision for better coordinating wider careers inspiration activity in our area.

A number of ideas for new Calls are under discussion with County Council skills leads, and where there is clear evidence of demand for additional projects, the LEP will be submitting Call requests to the National Reserve Fund by the end of February.

There are £15.5m projects still in the approval process, with progress continuing to be slow, but we expect to see many of these contracted during the next few months.

**Agenda Item 11 – Chief Executive’s Report**

**EAFRD (Rural Growth Programme)**

The National Reserve Fund Call is now open for expressions of interest till mid February. This programme provides direct grants to rural businesses and is being promoted by the LEP through its stakeholders and on social media and by the Growth Hub. There is considerable interest, with 28 projects already submitted in Norfolk and Suffolk.

**National Reserve Fund Calls**

All the uncommitted funds from the LEP allocations have now been collated into National Reserve Fund opportunities. Each Managing Authority is operating this opportunity differently so the LEP has been working with the Managing Authorities and local stakeholders to understand the processes and consider how best to secure funds for priority projects in our area. The ERDF National Reserve Fund opportunity is due to open in spring 2020, ESF and EAFRD are already making funds available nationally.

	<b>European Regional Development Fund</b>	<b>European Social Fund</b>	<b>European Agricultural Fund for Rural Development</b>
	Business growth and innovation	Skills and employability	Direct investment in rural growth business projects
<b>Available in Norfolk and Suffolk (spend to 2023)</b>	£43.6m	£39.82m	£13.01m
<b>Contracted to date</b>	£31.8m	£24.8m	£9.92m
<b>In application process/Calls</b>	£12.5m	£14.9m	-
<b>Funds remaining</b>	-£0.5m (none)	£0.1m	£3.09m
<b>Recent highlight</b>	The <b>Invest East</b> project enabled a successful trade stand at the Horecava food and drink event in the Netherlands in January.	<b>Apprenticeships New Anglia</b> project launched by Moore Networking, providing apprenticeships support across Norfolk and Suffolk.	<b>National Call</b> open for expressions of interest, with 28 projects already submitted by Norfolk and Suffolk businesses.
<b>Next steps</b>	<b>Local Calls</b> now closed. Still £12.5m of projects with outline approval in the application and appraisal process.  <b>National Reserve Fund</b> call opens spring 2020, with opportunities under a range of priorities.	<b>Local Calls</b> now closed for new Calls, with £14.9m of projects still in the application and appraisal process.  <b>National Reserve Fund</b> opportunity now open. Further Call requests planned for end February 2020.	<b>National Call</b> has £35m available with deadline for expressions of interest in February.

**Brexit**

Reporting into BEIS is now taking place each fortnight, rather than each week, with a new template published. Business intelligence has slowed down in recent weeks as businesses /

organisations begin to assess what they want to see from a trade deal with the European Union, setting out the future relationship.

New Anglia LEP continues to work with colleagues across the Oxford-Cambridge arc growth hub cluster to understand the latest from government and working collectively to build the intelligence picture.

A light touch delivery plan will be presented to the Board in March setting out actions taken and planned against the key identified recommendations from the MetroDynamics report on the potential impacts of Brexit for Norfolk and Suffolk.

### **3) Engagement**

This section covers engagement activity with local stakeholders, including local authorities, local businesses and MPs. It also covers activity with Government and our wider international activity. The Communications and Engagement Dashboard is included as Appendix A to this report.

#### **MPs Infrastructure Event**

Doug Field, Andrew Proctor and Matthew Hicks spoke at an infrastructure event for MPs at Westminster on February 5th organised by the LEP and hosted by South Suffolk MP James Cartlidge.

The event was well attended, with eight MPs attending and representatives from five more in attendance, with a brochure produced highlighting the 12 key infrastructure priorities.

The event was also attended by Alan Waters, David Ellesmere, Sam Chapman Allen and Helen Langton from the LEP board and representatives from the chambers of commerce, CBI amongst others. The event secured positive media coverage and is designed to be the start of a campaign to press the case for investment in infrastructure in Norfolk and Suffolk. The MPs present asked if the LEP could continue to coordinate activity to support the campaign moving forward.

Following the session Norfolk MPs met with the Treasury to raise the profile of key infrastructure projects. The LEP team was asked by the MPs to lead on developing a number of proposals on the key infrastructure projects which have been submitted to Government as part of their Budget consultation.

#### **Norfolk & Suffolk Unlimited**

Work has been under way to deliver Norfolk & Suffolk Unlimited’s presence at Mobile World Congress – taking eight local tech firms to the event – but the show has been cancelled due to concerns about Coronavirus. It is hoped that we will support the firms to exhibit at a UK event.

Norfolk and Suffolk Unlimited will have a presence at MIPIM in Cannes in March for the first time, as part of an East of England delegation with the London Stansted Cambridge Corridor and Hertfordshire LEP. As well as hosting a dinner and breakfast for key developers and partners, the event presents excellent opportunities for learning and networking. The team are continuing to build a schedule of meetings with key developers and other contacts to ensure the time in Cannes is used as effectively as possible.

### **Industry Councils**

Three Industry Councils for the Local Industrial Strategy (LIS) strategic opportunity areas were developed in 2019. The Industry Councils are tasked with creating robust partnerships of public, private and educational stakeholders from within Agri-Food, Digital- ICT and Energy sectors in order to effectively support delivery of the LIS. Each Council is in the process of developing a delivery plan to outline activity and monitor impact. Subsequent updates on the Industry Councils will form part of the sub-board reporting template covered under agenda item 9.

#### **All Energy Industry Council**

The All Energy Industry Council is chaired by Mark Goodall and meets every 8-10 weeks. It will meet for the fourth time in February. The Council has identified 5 priority objectives and developed a long list of project ideas. A joined-up message – a single voice, regional collaboration, supply chain, skills and innovation with 3 immediate areas of focus; an all energy supply chain capability matrix, identification of research stakeholders and current opportunities and developing a cohesive marketing message. The outcome of these meetings will be reported at the February meeting which will also see a ‘deep dive’ into the LIS intervention to develop and support The Greater South East Energy Hub. The council is run by EEEGR on behalf of the LEP.

#### **Agri-Food Industry Council**

The Agri-Food Industry Council is chaired by Doug Field and meets quarterly. Since the last meeting in December, the sub-group has met to inform the group’s vision, mission and delivery plan which will be presented at the third meeting, due to take place in April. The Council is run by Agri-Tech E on behalf of the LEP.

#### **Digital Tech Industry Council**

The Digital Tech Industry Council is chaired by Neil Miles and meets quarterly. Since the December meeting, three sub-groups have been formed to look at the baseline data captured in the previous meeting and identify gaps. The resulting projects will form the delivery plan for the Council.

The Council will meet for the third time in February where the sub-group leads will be report back on the Council on progress. There will also be a ‘deep dive’ into the LIS intervention of delivering the Adastral Park 2025 vision.

### **Underpinning Sectors**

#### **Visitor Economy**

The Visitor Economy Sector Group is Chaired by Andy Wood and facilitated by Visit East of England. The group meets quarterly to consider key strategic issues for the sector and to engage with national bodies such as Department for Digital, Culture Media and Sport (DCMS) and Visit Britain. DCMS regularly attend the sector group meetings. A key focus of the next year is to develop a tourism action plan in readiness for opportunities presented by the Tourism Sector Deal. This is captured separately at agenda item seven.

On Thursday 6 February, All About Ipswich, the destination management organisation (DMO) for Ipswich hosted a regional tourism event to discuss partnership opportunities. The event was very well attended by businesses from the sector with speakers from Visit Cambridge and Beyond, Visit Essex and New Anglia LEP. Participants left with a commitment to work collaboratively from across the region to access greater opportunities and remove barriers to growth.

**Agenda Item 11 – Chief Executive’s Report**

**New Anglia Advanced Manufacturing and Engineering (NAAME)**

The NAAME sector group has recently undergone changes to the governance and membership to fully align to LEP’s structures.

The newly transitioned group met for the first time in January where the board discussed support for the Apprenticeship Levy Transfer Scheme and the upcoming Ingenuity conference, due to take place in February.

In addition, the board heard a presentation from the Manufacturing Technology Centre in Coventry and discussed ways of bringing their offer to Norfolk and Suffolk to benefit businesses. NAAME is supported by a network of manufacturing groups across the region including in Greater Norwich and West Suffolk. A tour of Red Dot Corporation was organised by the Greater Ipswich Manufacturing Group providing an insight into the assembly and production lines of the HAVAC unit and component company. Hethel Innovation presented on digitalisation and data processing.

A Constructions, Skills, Training and Funding Forum was held in January at East Coast College in Lowestoft. The event was held in partnership with CITB, East Coast College, Business In the Community and New Anglia LEP Build Growth Skills Group. It saw 25 people in attendance.

**New Anglia Innovation Board**

The New Anglia Innovation Board is chaired by Johnathan Reynolds and has membership from the three universities in Norfolk and Suffolk as well as five innovation hubs. The Board’s remit is to provide focus for decision making and leadership regarding innovation strategy, programme and project development.

The latest meeting took place in February where the board discussed opportunities for businesses to support innovation in the public sector with a presentation from Norfolk County Council. Further discussions with Norfolk and Suffolk are planned to take forward some of the opportunities. At this meeting the Innovation Board approved the Innovation Forum programme for 2020/21 with two cross-sector events planned to look at convergence opportunities with clean energy, digital and aqua-tech. Two smaller events will be convened to promote funding and business support opportunities and further explore the public sector opportunities.

How you bring “Edge” to the NHS breakfast was attended in February at Innovation Martlesham. The cost of healthcare continues to rise, and innovation is needed urgently to stem the risks associated with an ageing global population. Data and AI was a core focus. Attendees were a mix of technology and health care professionals.

**Key diary dates**

The LEP is involved in a number of key launches and events over the next few months. Listed below are some of the key events planned.

Q4 (early 2020)	Launch of Growth Through Innovation fund (name TBC)
19 February 2020	NAAME conference
3 and 4 March 2020	Innovation stakeholders dinner and conference
10-13 March 2020	MIPIM Cannes
24 April 2020	Annual business and public Leaders performance session
July 2020	Expected completion of building work on new CEFAS headquarters
2020/21 academic year	UEA, UoS, City College Norwich and Suffolk New College projects to launch

**4) Governance, Operations and Finance**

This section provides an update for the board on any key operational matters as well as a headline summary of the LEP’s operational finances.

## **Governance**

### **Scrutiny**

The minutes of the Norfolk County Council Scrutiny Committee attended by the LEP on December 17<sup>th</sup> have now been published and can be found on the LEP website.

Following this meeting Doug Field and Chris Starkie have also been invited to attend Norwich City Council’s Scrutiny Committee on 25<sup>th</sup> March.

### **Annual Performance Review**

The LEP’s Annual Performance Review with Government took place in London on Friday February 7<sup>th</sup>.

The review was led by Rowena Limb, Area Director for the Cities and Local Growth Unit and included attendees from the LEP, Suffolk County Council as accountable body, the Cities and Local Growth Unit and the Department for Transport.

The APR focuses on the performance of the LEP against three broad areas – governance, delivery and strategy.

The governance discussion focused on the implementation of the LEP Review – which New Anglia LEP has done in full. It also discussed board diversity.

The delivery discussion focused on the delivery of the Growth Deal and the percentage of funding contracted and spent.

The strategy discussion focused on the development of the Local Industrial Strategy, with Government confirming our strategy was at the front of the queue for Government sign off, but remained a draft document until that point.

We are expecting to be informed of the outcome of the APR later this month following national moderation.

## **Operations**

### **Board member SharePoint**

The Board Member SharePoint site is now live. Thank you to those who have accepted the invitation to access the site. We are starting to use the site to share news and store documents, including meeting papers. Using the SharePoint site will; ensure you can access the latest information and news from the LEP all in one place, improve efficiency and reduce the need to circulate large email attachments, work towards our Clean Growth ambitions by enabling easy access to papers without the need for large emails or printing. The site can be accessed at <https://newanglialep.sharepoint.com/sites/intranet/boardmembers>. If you need the invitation to join the group resending, please contact Charley Purves. This site is still in development so any suggestions for content or changes are welcome, to Rosanne or Charley.

### **Board recruitment**

The recruitment for a new Board Member, and Chair of the Board, went live on 30<sup>th</sup> January. It is on our website, as well as in the EDP, EADT, Norwich Evening News and Ipswich Star and Jobs24. It has also been published on the government website, on the LEP Network website, on the Suffolk Chamber of Commerce website. The vacancies have also been shared with our networks as well as In Touch Network, Women on Boards UK. We have received lots of interest and one application to date, with the closing date of 20<sup>th</sup> March.

**Finance**

The next set of management accounts will be the full financial year, April 19 – Mar 20. These will be published in the May board papers as there is no board meeting in April. There have been no extraordinary or unexpected costs since reporting last month.

The audit & risk committee met in February and Price Bailey presented their audit plan for the forthcoming year end. The plan was approved along with the timetable. On-site audit work will take place during the second half of May. The draft accounts and audit completion document will be presented to the audit & risk committee in late June and subject to any adjustments will recommend that they are approved by the board at the July meeting.

**Recommendation**

The board is asked to:

- Note the contents of the report

# Communications & Engagement January 2020

This dashboard sets out the outcomes and impact of communication during January 2020 through owned media – the information which we control and issue ourselves – and earned media (third-party outlets). (\*Refers to pre-GDPR numbers)

## Owned media – social media channels and e-newsletters

	Jan 2019	Dec 2019	Jan 2020
<b>New Anglia LEP</b>			
Number of Twitter followers	7,495	8,145	8,187
Number of clicked links per month	204	64	209
Average Twitter engagements per day (likes, retweets etc.)	47.87	23	19.9
Number of impressions (number of times users saw our tweet)	92.8K	43.9K	75.6K
Number of LinkedIn followers	643	1,497	1,687
E-newsletter: open rate	39.29%	34.5%	28.9% (Skills edition)
E-newsletter: click-through rate	31.18%	18.5%	14.7% (Skills edition)
<b>Norfolk &amp; Suffolk Unlimited</b>			
Number of Twitter followers	N/A	311	367
Number of clicks per month	N/A	53	51
Average Twitter engagements per day (likes, retweets etc.)	N/A	21.2	29.2
Number of impressions (number of times users saw our tweet)	N/A	62.2K	66.9K
Number of LinkedIn followers	N/A	343	602

## Top Tweet – New Anglia LEP

Jan 2020 · 31 days

TWEET HIGHLIGHTS

**Top Tweet** earned 2,584 impressions

Make a positive start to 2020 by going along to Innovate UK in the East of England and finding out how to innovate and grow your business [#innovation](#) [#businessgrowth](#) [#eastanglia](#) [#enterprise](#) [#InnovateEast](#) [#Norwich](#) [pic.twitter.com/qLG5iPxJvZ](https://pic.twitter.com/qLG5iPxJvZ)



7 15

The best performing tweet for January highlighted the forthcoming Innovation UK event at Norwich Research Park on 4 March.

This post earned 2,854 impressions and 47 engagements.

## Top Tweet – Norfolk & Suffolk Unlimited

Jan 2020 · 31 days

TWEET HIGHLIGHTS

**Top Tweet** earned 5,040 impressions

Food and drink producers from all over Norfolk and Suffolk are busy showcasing their amazing businesses at Horecava in [#Amsterdam](#). (Hall 7, Stand 453). Here's [@Adnams](#), [@Barnfarmdrinks](#) and [@Italianbev](#) [#Horecava2020](#) [#netherlands](#) [#foodanddrink](#) [#norfolk](#) [#suffolk](#) [#eastanglia](#) [pic.twitter.com/OKQXVSq4iM](https://pic.twitter.com/OKQXVSq4iM)



1 8 12

Our trade mission to the Horecava food and drink trade fair in Amsterdam and featuring some local producers provided the top tweet for January.

It earned 5,040 impressions and 131 engagements – making it Norfolk & Suffolk Unlimited's most popular post to date!

## Media coverage

**Business** | In association with **EDP**

### Brace for Brexit: Damning report

Flamming GDP, labour shortages, a spike in costs... The New Anglia Local Enterprise Partnership's new Brexit report makes worrying reading for businesses in the East ahead of the UK's exit from the EU this Friday. **Sarah Chambers reports**

**East Anglia will be particularly badly hit by Brexit, a stark new report has warned.**

Along with possible disruptions of materials, higher import tariffs, border delays and a worldwide economic... it is predicted that Gross Domestic Product (GDP) in the region will fall by 1.5% in 2020, with that figure reaching 0.7% in the event of a 'hard' Brexit.

The report also predicts that the region will lose 10,000 jobs in the next year, with a further 10,000 jobs at risk in the event of a 'hard' Brexit. The report also predicts that the region will lose 10,000 jobs in the next year, with a further 10,000 jobs at risk in the event of a 'hard' Brexit.

**Chris Huhns speaking**  
Director of the New Anglia

### Furniture store set to be charity hub thanks to £250,000 donation

PUBLISHED: 16:47 14 January 2020 | UPDATED: 08:12 15 January 2020 | Liz Coates

**aws marketplace Super HeRo...** Our HR management solutions will help your business operations achieve legendary status.

Centre 81 is celebrating a £250,000 windfall that will enable it to grow and move into new premises on the site of Better Furniture in Southtown Road Picture: LEP

We had an excellent month for media coverage, making a positive start to the year.

The report we commissioned on the potential implications of Brexit for the region made the cover of the EDP and EADT business supplement on 29 January and used across two full pages. Although the findings don't make for happy reading, the piece highlighted the role the LEP can play in supporting businesses and helping to find ways to uplift the economy.

A £250,000 investment in a Norfolk charity through our Growing Places Fund was covered in the EDP and Great Yarmouth Mercury. Centre 81 in Great Yarmouth provides a lifeline for adults with a range of disabilities and the funding means it will be able to move to new premises this year.

BBC Look East travelled to Amsterdam to cover Norfolk & Suffolk Unlimited's visit to Horecava in Amsterdam and ran a very positive piece on 29 January, which included an interview with our chair Doug Field. The trade mission was also covered in the EADT and mentioned in the BBC's Sunday Politics East.

## Google Analytics – New Anglia LEP website



In January, the LEP website had 16,382 page views (up 4,642 on December) and the most popular pages were small grant scheme, our team and careers.

Visitors spent an average of 1.46 (down 10 seconds) and of those visiting the site, 65.9% were new visitors (down 4.3%) and 34.1% were returning (up 4.3%).



**New Anglia Local Enterprise Partnership Board**  
**Wednesday 26<sup>th</sup> February 2020**

**Agenda Item 12**

---

**February Programme Performance Reports**

---

Author: Programme leads;                      Presenter: Rosanne Wijnberg

**Summary**

The following reports follow for review by the LEP Board this month:

- Growth Deal; Jonathan Rudd
- Economic and Programme Dashboards; produced by Simon Papworth

Please note: Economic Dashboard provides an annual update, using primary economic indicators.

**Recommendation**

The board is asked to:

- Note the reports
- Approve the Growth Deal Quarterly Dashboard

Growth Deal Performance Report		Q3 2019/20																										
<b>Programme Overview - What is the Growth Deal?</b>																												
<ul style="list-style-type: none"> <li>• Programme duration: April 2015 - March 2021.</li> <li>• Value: £223.5 million (excluding funding awarded directly to Norfolk County Council).</li> <li>• Aims: to boost the region's skills, drive innovation, target support to help small businesses to grow and improve transport and infrastructure.</li> <li>• Contribution to the Economic Strategy: estimated to create 54,750 new jobs, 6,800 new homes and to generate an additional £628m public and private investment.</li> </ul>																												
<b>Capital Projects</b>		<b>Growing Places Fund</b>		<b>Growing Business Fund</b>		<b>EZ Accelerator Fund</b>	<b>Total £m</b>																					
£164		£25		£19.5		£15	£223.5																					
<b>What is the Overall Programme Status?</b>																												
<b>Finance</b>	Amber→	Some grants will not be claimed in accordance with forecast draw down schedule and funding profile.																										
<b>Outputs</b>	Green↓	Reasonably on track to meet our forecast outputs, with some areas at risk of late or low achievement..																										
<b>Delivery</b>	Amber↑	Significant delay to some large scale projects has occurred, coupled with a slowing of delivery within subordinate programmes.																										
<b>What are our Key Updates?</b>																												
<ul style="list-style-type: none"> <li>• Programme progress: generally good; only a few projects have significant variations.</li> <li>• Refining the forecast of expenditure for remaining Growth Deal period to March 21 with the cooperation of all approved projects.</li> <li>• Key concerns: Delay in project delivery will undermine outturn for the remaining financial years.</li> </ul>																												
<b>What is our Financial Position?</b>																												
<b>Financials (£ million)</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Forecast</b>	<b>Forecast</b>																					
<b>Financial Year</b>		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	<b>Total</b>																				
<b>Brought Forward</b>		0.000	12.008	0.000	19.189	18.060	10.000																					
<b>Gov Allocation</b>		36.900	38.549	41.334	34.660	24.662	47.412	<b>223.517</b>																				
<b>Spend [Act/Fcst]</b>		-24.892	-50.556	-22.145	-35.789	-32.722	-57.412	<b>-223.517</b>																				
<b>Unallocated</b>		0.000	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>																				
<b>Carried forward</b>		12.008	0.000	19.189	18.060	10.000	0.000	<b>0.000</b>																				
<b>Spend progress quarter by quarter:</b>																												
<ul style="list-style-type: none"> <li>• Q3 spend well below forecasts due to an absence of Grant Agreements, late claims &amp; delayed delivery.</li> <li>• Delayed delivery to a small number of projects has increased forecast rollover to approx. £10m</li> </ul>																												
<b>Apportionment:</b>																												
<ul style="list-style-type: none"> <li>• £4.130m of funds have been transferred from the Enterprise Zone Accelerator Fund to the Growing Places Fund, where pipeline &amp; approvals are strong.</li> </ul>																												
		<table border="1"> <thead> <tr> <th>Financial Quarters</th> <th>Q1-19/20</th> <th>Q2-19/20</th> <th>Q3-19/20</th> <th>Q4-19/20</th> </tr> </thead> <tbody> <tr> <td>Qtrly Budget (£m)</td> <td>8.654</td> <td>10.808</td> <td>11.256</td> <td>12.259</td> </tr> <tr> <td>Qtrly Claims (£m)</td> <td>7.399</td> <td>5.066</td> <td>5.507</td> <td>-</td> </tr> <tr> <td>Available LGF (£m)</td> <td>42.583</td> <td>35.184</td> <td>30.118</td> <td>24.611</td> </tr> </tbody> </table>						Financial Quarters	Q1-19/20	Q2-19/20	Q3-19/20	Q4-19/20	Qtrly Budget (£m)	8.654	10.808	11.256	12.259	Qtrly Claims (£m)	7.399	5.066	5.507	-	Available LGF (£m)	42.583	35.184	30.118	24.611	
Financial Quarters	Q1-19/20	Q2-19/20	Q3-19/20	Q4-19/20																								
Qtrly Budget (£m)	8.654	10.808	11.256	12.259																								
Qtrly Claims (£m)	7.399	5.066	5.507	-																								
Available LGF (£m)	42.583	35.184	30.118	24.611																								
<b>What is our contribution to the Economic Strategy?</b>																												
<b>Quarter/ year:</b>																												
3 (Oct-Dec) 2019																												
<b>Outputs – Cumulative from April 2015 to Quarter 3 2019/20</b>					<b>Actual to date</b>	<b>Forecast to 2025</b>	<b>Percentage Progress</b>	<b>Change</b>																				
New Homes					721	1005	72%	45																				
New Jobs					2,433	2,478	98%	131																				
New Learners					1,530	6,707	23%	0																				
Match Funding ('Non-LGF Expenditure'); forecast to 2021					£553.349m	£618.875m	93%	£6.501m																				
Note: this data refers to Q2 of 2019/20 FY. Forecasts have been updated to include Homes, Jobs & Learners from projects anticipated out to 2025.																												
<ul style="list-style-type: none"> <li>• Homes: 31 from Lynnsport Access Road &amp; 14 from Bury Eastern Relief Road.</li> <li>• Jobs: forecasts being met primarily through Growing Business Fund. Q3 increase includes 3 Apprentices with CEFAS.</li> <li>• Learners: no increase this quarter. ( Forecasts now include CCN, SNC, UoS &amp; UEA through to 2025).</li> <li>• Match funding: progressing well.</li> </ul>																												
<b>What is the Project Delivery Status?</b>																												
Overall:	Green→																											
	Complete	Physically Complete	On track	Small Variation	Significant Variation	Under Development	Total Projects																					
	Black	Blue	Green	Amber	Red	Purple	-																					
	10	8	18	9	3	1	49																					
<b>Change</b>	0	0	+3	0	+1	-4	0																					
<ul style="list-style-type: none"> <li>• Project change: Delivery of NATS City Centre &amp; A11 Corridor packages has improved. Amber to Green.</li> <li>• Project change: Grant Agreement with Environment Agency for Great Yarmouth Flood Defences now in place. Purple to Green.</li> <li>• Project change: Grant Agreement with University of East Anglia for productivity East now in place. Purple to Green.</li> <li>• Project change: Grant Agreement with Environment Agency for Great Yarmouth Flood Defences now in place. Purple to Green.</li> <li>• Project change: Grant Agreement with University of East Anglia for productivity East now in place. Purple to Green.</li> <li>• Projects change: EZAF delivery is significantly delayed, expenditure minimal against forecasts and no claims for grant have been submitted this financial year. Amber to Red.</li> </ul>																												
<b>What are the Next Steps?</b>																												
<ul style="list-style-type: none"> <li>• Proceed with Evaluating completed Projects, .</li> <li>• Support developing a list of future projects to meet the ambitions of the Economic Strategy &amp; Local Industrial Strategy in preparation for future funding.</li> </ul>																												

## Appendix 1 – Growth Deal Performance Report for February 2020

Below is an update on all Growth Deal projects, reflecting the 'Project Status' section of the Performance Report.

**Purple: UoS DigiTech Centre-** approved by the board on 27 Mar 19, to establish various laboratories at Adastral Park for ICT education, training & collaboration (alongside Innovation Martlesham). Grant Agreement has been delayed by the lease agreement between BT and UoS, but it should be in place Feb 20.

**Red: Lowestoft Flood Risk Management Project-** Delivery of tidal defence elements are delayed by 9 to 12 months, as a legal issue held up both ground & marine investigations. These have now been separated and planning permission was recently granted for construction of tidal walls, which should now take place throughout the 2020-21 financial year.

**Red: Ely Area Rail Enhancement Scheme-** Progress toward option development and selection of a preferred solution has been delayed by various factors. Integration of a road scheme for Queen Adelaide and the scale of interventions at level crossings to mitigate increasing risk have been the principal issues. NR intend to seek additional funding from DfT for development work and the timeline for full implementation looks set to extend beyond 2029/30.

**Red: Enterprise Zone Accelerator Fund-** no delivery took place during the 2018-19 FY. Projects at Nar Ouse EZ and Norwich Research Park were approved in Nov 18 and May 19 respectively. Project development has been much slower than anticipated; Grant Agreements should be in place shortly. Delivery is significantly delayed, expenditure minimal against forecasts and no claims for grant have been submitted this financial year.

**Amber: Growing Business Fund** (Subject to separate Performance Report).

**Amber: Growing Places Fund** (Subject to separate Performance Report).

**Amber: Norwich Area Transportation Strategy - City Centre Package-** Delivery of Prince of Wales Road gyratory scheme progressing well, although there is a remaining risk to the Plumstead Road Roundabout scheme.

**Amber: Attleborough Sustainable Transport Package-** Delivery of schemes has begun, although later than forecast and additional delays due to public consultation, land purchase and planning permission continue to slow both delivery & drawdown of grant.

**Amber: Great Yarmouth Transport Package-** Delivery of cycle and pedestrian schemes has improved following delays due to extensive consultation. Delivery remains slower than anticipated, although preparation & planning activity increased, and expenditure has also risen.

**Amber: Snetterton Employment Area-** Delivery had been delayed by 3 months due to a 30% cost plan estimate increase and contract renegotiation between Breckland DC and UK Power Network. A lease agreement is now holding up work and alternative sites are being investigated. Delivery, expenditure and claims are expected to restart in Q4.

**Amber: Great Yarmouth Rail Station Interchange-** Delay and uncertainty remain over the Vauxhall Gardens element of the package for which a CPO may be used to acquire land.

**Amber: Eye Airfield Access Link Roads-** delivery delayed by more than 6 months to spring & summer 2020 in accordance with contractor's advice regarding progress during better weather.

**Amber: Snape Maltings Flood Defences-** delivery delayed by an ongoing Internal Drainage Board (IDB) application for Flood Defence Grant in Aid (FDGiA).

**Green: West Suffolk College Engineering and Innovation Centre.**

**Green: Suffolk Broadband Programme.**

**Green: A47/A1074 Longwater Junction, Norwich.**

**Green: Ipswich (Radial) Transport Package.**

**Green:** Norwich Area Transportation Strategy - A11 Corridor.

**Green:** Ipswich Cornhill.

**Green:** Thetford Transport Package.

**Green:** East Coast College Energy Skills & Engineering Centre.

**Green:** Great Yarmouth Third River Crossing.

**Green:** Cefas Marine Science Hub.

**Green:** Bacton to Walcott Coastal Management Scheme.

**Green:** A140 Hempnall Roundabout.

**Green:** Honingham Thorpe Food Enterprise Park.

**Green:** CCN Digi-Tech Factory.

**Green:** Great Yarmouth Flood Defences.

**Green:** SNC Digital & Technology Skills Hub.

**Green:** Norfolk & Suffolk Innovation Network.

**Green:** UEA ProductivityEast.

**Blue:** Easton & Otley College Construction Training Centre.

**Blue:** Lynnsport Access Road (King's Lynn).

**Blue:** Bury St Edmunds Eastern Relief Road.

**Blue:** King's Lynn Innovation Centre.

**Blue:** Ipswich Waterfront Innovation Centre.

**Blue:** International Aviation Academy Norwich

**Blue:** South Lowestoft Industrial Estate – Phoenix Park officially opened.

**Blue:** Norwich Northern Distributor Road.

**Black:** College of West Anglia University Centre.

**Black:** Upper Orwell Crossing Feasibility study.

**Black:** Lowestoft Third Crossing Feasibility study.

**Black:** Norfolk Broadband programme.

**Black:** Beccles Southern Relief Road.

**Black:** Bury St Edmunds Sustainable Transport Package.

**Black:** Haverhill Innovation Centre.

**Black:** Growth Hub Programme.

**Black:** Sudbury Western Bypass Study.

**Black:** Felbrigg Junction Improvement.

# Growth Deal Dashboard

LEP Name **New Anglia LEP**

This Quarter: **Q3\_1920**

## Deliverables Progress



Housing	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21	21-25	
Houses Completed	45	176	7	62	476	0	-	721
Forecast for year	350	0	40	150	350	155	310	1,005
Progress towards forecast	13%	-	18%	41%	136%	0%	-	72%



Jobs	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21	21-25	
Jobs Created	128	173	1,345	648	240	0	-	2,405
Apprenticeships Created*	3	8	7	10	3	0	-	28
Jobs including Apprenticeships	131	181	1,352	658	243	0	-	2,433
Forecast for year	407	598	393	605	407	216	259	2,478
Progress towards forecast	32%	30%	344%	109%	60%	0%	-	98%

\* Apprenticeships included within jobs totals prior to 2017



Skills	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21	21-25	
Area of new or improved floorspace (m2)	11,433	3,944	4,849	0	13,968	0	-	22,761
Forecast for year	6,125	2,930	4,849	0	6,125	5,968	0	19,872
Progress towards forecast	187%	135%	100%	-	228%	0%	-	115%



Transport	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21	21-25	
Length of Road Resurfaced	0.4	0.0	0.0	1.3	1.1	0.0	-	2.4
Length of Newly Built Road	0.0	1.4	2.5	23.1	0.0	0.0	-	27.0
Length New Cycle Ways	0.0	0.0	0.0	10.0	1.5	0.0	-	11.4

## Project RAG Ratings

Project Name	Previous Quarter Q2_1920	This Quarter Q3_1920	Project Name	Previous Quarter Q2_1920	This Quarter Q3_1920
Easton and Otley College	G	G	Great Yarmouth Third River Crossing	G	G
College of West Anglia	G	G	Lowestoft Flood Risk Management	AR	AR
Lynnsport Access Road	G	G	Ely Area Rail Capacity Enhancement	R	R
Bury St Edmunds Relief Road	G	G	Enterprise Zone Accelerator Fund	A	AR
Kings Lynn Innovation Centre	G	G	Cefas Marine Science Hub	G	G
Growing Business Fund	G	AG	Bacton to Walcott Coastal Management Scheme	AG	AG
Growing Places Fund	G	AG	Eye Airfield Access Link Road	A	A
West Suffolk College	G	G	Snapes Maltings Flood Defence	AG	AG
Norfolk Broadband Programme	G	N/A	Great Yarmouth Flood Defences	AG	AG
Suffolk Broadband Programme	G	G	A140 Hempsall Roundabout	AG	AG
A47 Longwater Junction	G	G	Honingham Thorpe Food Enterprise Park	G	G
Norwich Area Transportation Strategy (NATS) C	A	AG	UoS DigiTech Centre	G	G
Norwich Area Transportation Strategy (NATS) A	AG	G	CCN Digital Technology Factory	G	G
Ipswich Waterfront Innovation Centre	G	G	SNC Digital & Technology Skills Hub	G	G
International Aviation Academy	G	G	Norfolk & Suffolk Innovation Network	G	G
Beccles Southern Relief Road	G	G	UEA ProductivityEast	G	G
Haverhill Innovation Centre	-	N/A	Running Costs	G	G
South Lowestoft Industrial Estate	G	G	-	-	-
Sudbury Western Bypass Study	G	N/A	-	-	-
Attleborough Sustainable Transport	A	A	-	-	-
Bury St Edmunds Sustainable Transport	G	G	-	-	-
Great Yarmouth Transport Package	G	G	-	-	-
Ipswich Radial Corridor Improvements	G	G	-	-	-
Thetford Transport Package	G	G	-	-	-
East Coast College	G	G	-	-	-
Felbrigg Junction Improvemnet	G	N/A	-	-	-
Ipswich Cornill	G	G	-	-	-
Snetterton Employment Area	AG	AG	-	-	-
Norwich Northern Distributor Road	G	G	-	-	-
Great Yarmouth Rail Station Interchange	AG	AG	-	-	-

Growth Deal Performance
G

Area lead comments

## Financial Progress

LGF Award	2015-16	2016-17	17-18	18-19	19-20	20-21	Total
	£36,900,000	£38,548,555	£41,334,111	£34,659,957	£24,661,848	£47,412,132	£223,516,604

LGF Outturn	This Quarter	15-17	Financial Year				Total
			17-18	18-19	19-20	20-21	
Actual	£ 5,507,046	£ 75,448,555	£ 28,621,444	£ 29,312,509	£ 17,972,210	£ -	£ 151,354,719
Forecast for year	£ 43,547,372	£ 75,448,555	£ 28,621,445	£ 35,420,467	£ 43,547,372	£ 40,242,892	£ 223,280,731
Progress towards forecast	13%	100%	100%	83%	41%	0%	68%

LGF Expenditure	This Quarter	15-17	Financial Year				Total
			17-18	18-19	19-20	20-21	
Actual	£ 5,507,046	£ 73,694,786	£ 22,489,457	£ 37,198,266	£ 17,972,210	£ -	£ 151,354,719
Forecast for year	£ 43,547,372	£ 75,448,555	£ 22,144,992	£ 41,896,919	£ 43,547,372	£ 40,242,892	£ 223,280,730
Progress towards forecast	13%	98%	102%	89%	41%	0%	68%

Non-LGF Expenditure	This Quarter	15-17	Financial Year				Total
			17-18	18-19	19-20	20-21	
Actual	£ 6,500,688	£ 44,410,132	£ 156,718,635	£ 290,891,617	£ 61,328,716	£ -	£ 553,349,100
Forecast for year	£ 122,698,974	£ 46,410,132	£ 55,432,686	£ 286,366,003	£ 122,698,974	£ 107,966,956	£ 618,874,751
Progress towards forecast	5%	96%	283%	102%	50%	0%	89%

Total LGF + non-LGF Expenditure	This Quarter	15-17	Financial Year				Total
			17-18	18-19	19-20	20-21	
Actual	£ 12,007,734	£ 118,104,918	£ 179,208,092	£ 328,089,883	£ 79,300,925	£ -	£ 704,703,818
Forecast for year	£ 166,246,346	£ 121,858,687	£ 77,577,679	£ 328,262,922	£ 166,246,346	£ 148,209,848	£ 842,155,482
Progress towards forecast	7%	+97%	+231%	+100%	+48%	+0%	84%

## Contractual Commitments (manual entry)

Forecast	15-17	17-18	18-19	19-20	20-21	Total
Actual	£ 107,828,427	£ 23,950,927	£ 28,880,126	£ 55,595,263	£ 7,261,861	£ 223,516,604
Variance	+0%	+0%	-4%	-29%	-100%	-11%

## Commentary

- We have reappropriated £4.13 million of LGF from our Enterprise Zone Accelerator Fund to our Growing Places Fund where project approvals and the pipeline are strong.
- Our Contract Commitments now include our 7% Running Costs.
- Despite good progress in delivery of the Great Yarmouth Flood Defence Project, the Environment Agency has chosen to spend Grant in Aid during the 2019-20 financial year and will therefore only claim 10% of the £5m LGF initially forecast to be spent this year.
- Lowestoft Flood Risk Management Project is currently experiencing delay and slow expenditure was an LGF award and government priority specified in New Anglia's Growth Deal.
- Development of the strategically significant Ely Area (Rail) Capacity Enhancement is proving extremely complex, it has therefore fallen behind schedule and carries considerable risk.

## Section 151 Officer Approved

Name \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_



# Economic Dashboard – Briefing Note – February 2020

## Macroeconomic Factors:

Global economic growth has been comparatively subdued and unpredictable in recent years, due to a combination of factors including domestic political instability, shifts in investment and trade policy by major overseas investors, and several western economies struggling in the face of persistent levels of low productivity growth.

Below are three examples that speak to the broader themes outlined above, all of which have contributed to curtail overall investment levels and undermine confidence within the UK economy as a whole, and this will have in turn filtered through to an extent to the local economy.

## China Slow-down

- A sustained slow-down in the Chinese economy, which has experienced a very significant slow-down in its rate of growth for successive years – recent reports are consistent on this, e.g. according to Bloomberg:

*“The engines of China’s economy are sputtering, with exports falling, factory output slowing, investment growth at a record low and consumption coming off the boil” – November 2019*

The recent coronavirus outbreak is now seriously threatening large scale factory production schedules in several provinces, which could in turn have a serious impact in terms of the continuity of key components to global supply chains.

## EU Stagnation

- There has been a great deal of focus on the potential impact on the UK economy as a consequence of the outcome of the UK’s EU referendum in 2016, particularly with regards to the future stability and accessibility of supply chains, and trade agreements in general. However, alongside the outcome of these specific negotiations, it is also important to bear in mind the persistent sluggish growth among EU economies as a whole – particularly as they are most valuable trading/export block:

*“The 19-country eurozone’s performance indicates it is one of the weakest spots in a global economy that has seen widespread cooling this year.” – Wall Street Journal Oct 2019*

It is worth noting that one of the key challenges that is likely to face all UK businesses over the next few years, including Norfolk and Suffolk, will be accessibility to labour and talent, across all levels of the economy.

## Inward Investment Challenges

- Fiscal policy changes brought in by the Trump administration have made it far less tax efficient for U.S. companies to invest outside the U.S. This is an important policy shift in terms of the levels of foreign direct investment flowing into the UK economy, as the U.S. is by far the UK’s biggest inward investor.

High-level analysis taken from the Department for International Trade's data shows that between 2016/17 to 2018/19 there has been a drop off in overall inward investment activity in the East of England both in terms of projects (30% drop) and total jobs (40% drop).

This will be due to a combination of all the factors listed above, and several other besides – including the recent unpredictability of the UK political landscape.

## **Background to the Economic Indicators**

The vast majority of the data used to compile the dashboards are drawn from the figures published by the Office for National Statistics (ONS).

**Jobs, Wages, Skills, Employment Rate** – are all based on survey data, taken from:

- Annual Population Survey (APS)
- Business Register and Employment Survey (BRES)

By ONS's own admission all of this data is subject to survey variability, and should not be referred to as 'actuals', but should rather be viewed as a useful *indicator*.

**Business Growth** is based on a register, drawn from the Internal Departmental Business Register (IDBR). combined with registration data from Companies House.

Similarly, the **Housing** data, published by DCLG, is based on actual housing starts and completions – using a unilateral definition.

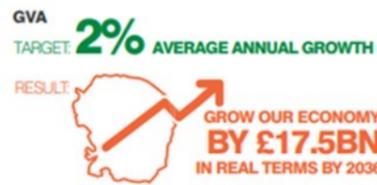
**GVA and Productivity** are calculated using components of data derived from sample surveys, including the APS, BRES, and IDBR.

While the underlying data is not perfect, the above surveys may be considered as 'best in class', or certainly 'best data available' – particularly in terms of building a consistent LEP comparator matrix.

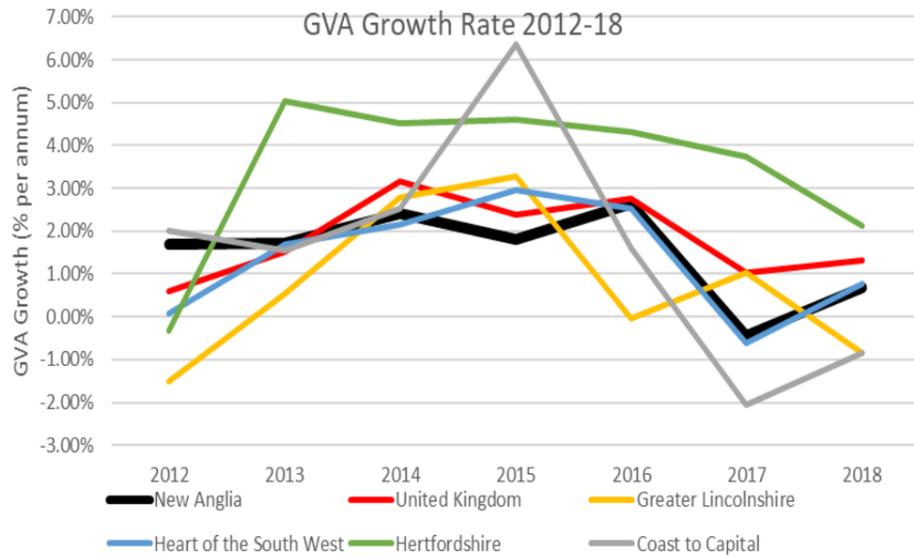
# New Anglia LEP Economic Strategy Indicators Annual Review

Data as of February 2020

## Gross Value Added



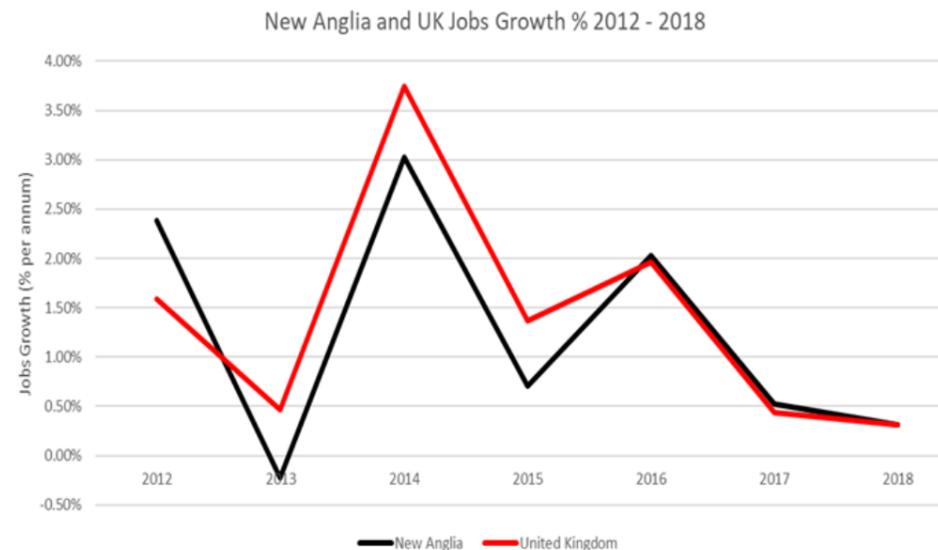
Indicator: Gross Value Added (GVA)	
Source	ONS
Baseline (and year)	£34.1bn (2015)
Target to 2036	2% average annual growth
Target methodology	EEFM baseline forecasts
Reported by LEP	Annually (January)



## Jobs



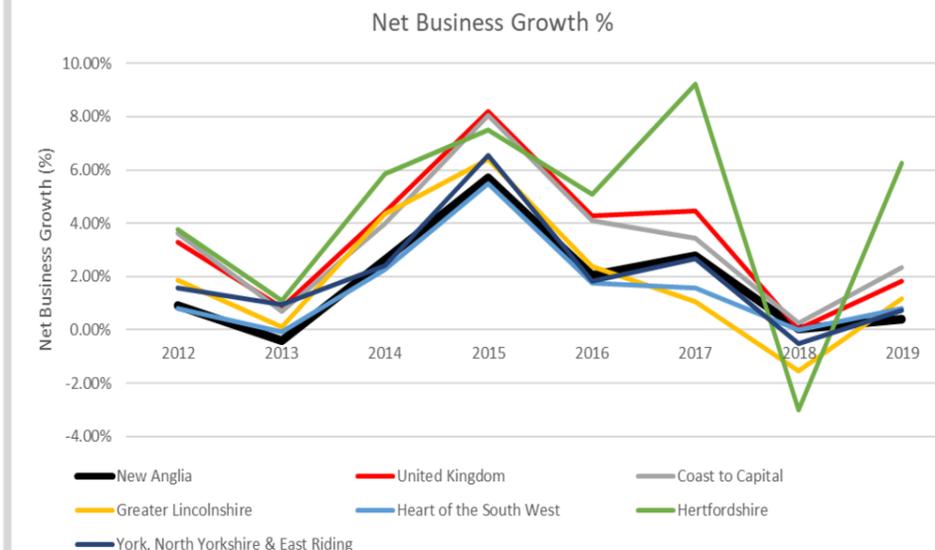
Indicator: Jobs	
Source	ONS & LEP
Baseline (and year)	789,574 (2015)
Target to 2036	0.5% annual growth
Target methodology	EEFM baseline forecasts
Reported by LEP	Annually (January)



## Businesses



Indicator: Businesses	
Source	ONS
Baseline (and year)	61,015 (2016)
Target to 2036	2% annual growth
Target methodology	OBR & time-series trend
Reported by LEP	Annually (January)



### Comparator profile (£m) (Source: ONS GVA by LEP area 1998-2018)

Area	Target	2015 Baseline (Millions £)	Annual Progress (% Change)	
			2017	2018
New Anglia	2% Annual Growth	34,113	1.6%	0.7%
UK		1,692,039	1.0%	1.3%
Coast to Capital		52,487	-0.4%	-0.9%
Greater Lincolnshire		20,495	1.0%	-0.9%
Heart of South West		33,332	0.6%	0.8%
Hertfordshire		34,305	3.7%	2.1%
York, North Yorkshire & East Riding		24,617	4.1%	1.2%

Norfolk and Suffolk maintained a marginal rate of growth in GVA through 2017 (1.6%) dipping through 2018 (0.7%). This amounted to +£234m in real terms, which tracks below the indicator target of 2% annual growth. The wider national picture, was somewhat subdued across our comparators through 2018, even the leading comparator, Hertfordshire only seeing a 2.1% increase.

As the comparator profile above illustrates, Norfolk and Suffolk remain in the middle of the pack in terms of GVA growth, tracking just below the UK average. The growth rate exceeded that of Coast to Capital and Greater Lincolnshire, and was in line with that of Heart of South West.

Looking ahead, long-term growth is difficult to predict, given the range of uncertainties associated with the UK's future trading relationships. This will remain a challenging but achievable target.

### Comparator profile (Source: EEFM Model 2017 and BRES 2018)

Area	Target	2016 Baseline	Progress (% Change)	
			2017	2018
New Anglia	0.5% annual growth	805,590	0.5%	0.3%
UK		34,456,000	0.4%	0.3%
Coast to Capital		842,000	0.1%	0.9%
Greater Lincolnshire		421,000	1.2%	-0.2%
Heart of South West		694,000	0.3%	1.4%
Hertfordshire		686,400	0.5%	0.4%
York, North Yorkshire & East Riding		494,000	1.2%	-1.4%

Norfolk and Suffolk's rate of growth in jobs dipped slightly below the 0.5% target through 2018 (0.3%), following another strong year in 2017 (0.5%) This rate of growth amounted to **4,211 jobs** in 2017 and **2,500 jobs** in 2018.

This rate of growth is in line with the UK economy as a whole (0.3%), and was exceeded by only one comparator—Heart of the South West (1.4%), who may be seeing a relative bounce due to the progression of activity surrounding Hinkley. Coast to Capital was another comparator that fared better than New Anglia (0.9%), Hertfordshire saw a largely similar growth rate of 0.4%, while both Greater Lincolnshire saw a reduction in jobs growth -0.2%, while York, NY and E Riding saw a reduction of -1.4%.

Given the macro economic factors at play over the last couple of years, its not surprising that overall the job growth rate slowed, especially as the economy is operating at near full employment levels.

### Comparator profile (Source: NOMIS Business Counts)

Area	Target	Baseline (2016)	Progress (Annual Net Growth)	
			2018	2019
New Anglia	2% annual growth	61,015	0.05%	0.40%
UK		2,554,510	0.02%	1.80%
Coast to Capital		87,320	0.26%	2.30%
Greater Lincolnshire		37,840	-1.53%	1.20%
Heart of South West		70,400	-3.01%	6.30%
Hertfordshire		58,305	-0.01%	0.80%
York, North Yorkshire & East Riding		53,305	-0.52%	0.70%

Net business growth in Norfolk and Suffolk actually picked up through 2019 with 0.4% growth, which amounts to **250 net new businesses**. However, this growth rate was behind all other comparators, with Heart of the South West leading the way with a 6.3% growth rate, reflecting the stimulating effect of the Hinkley power plant project.

It is important to set the year to year fluctuations in the context of a longer term trend analysis. **Since 2016, New Anglia's net business growth rate is 3.2%**, Coast to Capital leads the way of all our comparators, with a growth rate in the same time frame of 6.4%. New Anglia is ahead of Heart of South West at 2.4%, York 1.3%, and Greater Lincolnshire at just 0.6%. Caution should be applied when viewing Hertfordshire's performance, as the figures for the past 2 to 3 years appear to be highly volatile, and therefore are of questionable reliability.

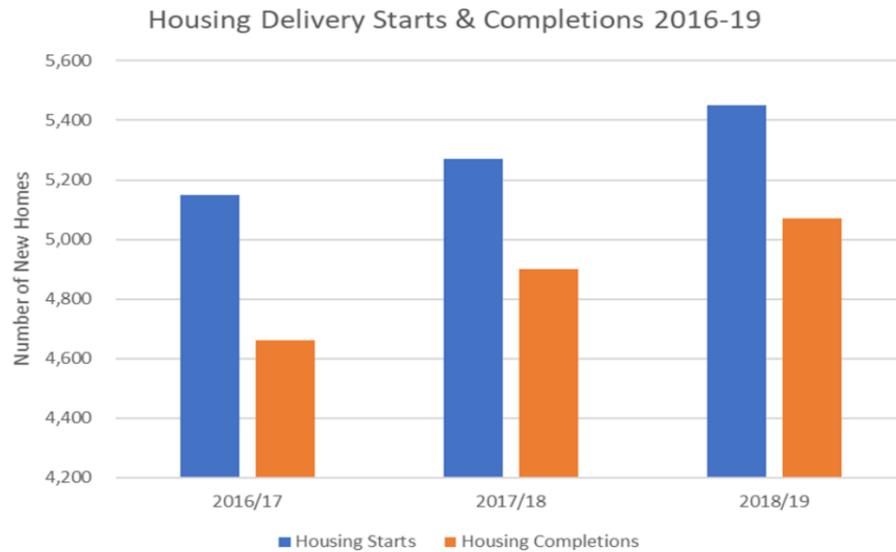
# New Anglia LEP Economic Strategy Indicators Annual Review

Data as of February 2020

## Housing

**HOUSING**  
 TARGET: MEET THE OBJECTIVELY ASSESSED NEED  
 RESULT: **140,000 NEW HOMES BY 2036**

Indicator: Housing	
Source	DCLG
Baseline (and year)	753,840 (2016)
Target to 2036	Meet the OAN
Target methodology	Local plans, permissions & OAN
Reported by LEP	Annually (May)



### Comparator profile (Source: MHCLG Table 255—2017-19)

Area	Target	Progress (housing completions year-on-year) 2018/19	
		2017/18	2018/19
<b>New Anglia</b>	OAN target for New Anglia of 6,978 new homes per annum	<b>4,900</b>	<b>5,070</b>
England		160,560	169,070
Coast to Capital		7,850	5,900
Greater Lincolnshire		2,670	3,290
Heart of South West		6,390	6,100
Hertfordshire		2,500	2,490
York, North Yorkshire & East Riding		3,310	3,620

New Anglia's Objectively Assessed Need (OAN) averages out to approximately 6,978 new homes per annum. Norfolk and Suffolk's rate of housing completions in **2017/18 (4,900) and 2018/19 (5,070)** remained below the target.

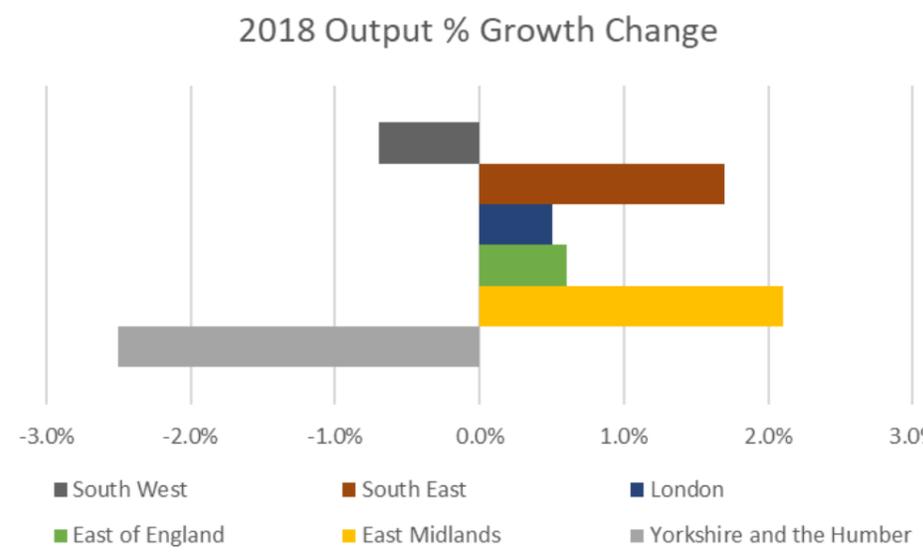
The shortfall in hitting OAN targets reflects a wider UK trend, where supply has not met demand in the housing market for a number of years. However, Local Plan allocations for New Anglia indicate that there could be an upswing in housing completions to 2021.

Growth in the housing market is reliant on a wide variety of economic conditions, many of which are outside the control or influence of the LEP, and given the historic delivery against OAN, this is considered an ambitious target.

## Productivity

**PRODUCTIVITY**  
 TARGET: **1% ANNUAL GROWTH**  
 RESULT: **GVA PER HOUR OF £39 BY 2036**

Indicator: Productivity (GVA per hour)	
Source	ONS
Baseline (and year)	£29.24 (2015)
Target to 2036	1% annual growth
Target methodology	EEFM baseline forecasts
Reported by LEP	Annually (February)



### Comparator profile (Source: ONS Nominal GVA per hour worked (£) LEPs 2018)

Output per hour annual log % growth rates by region, UK, 2018	
Region	% Growth
Yorkshire and the Humber	-2.5
East Midlands	2.1
East of England	0.6
London	0.5
South East	1.7
South West	-0.7

**\*\*\*Data for LEP level analysis for this metric has not been released by the Office for National Statistics (ONS), therefore, the following is reflective of the available data—at a regional comparative level.**

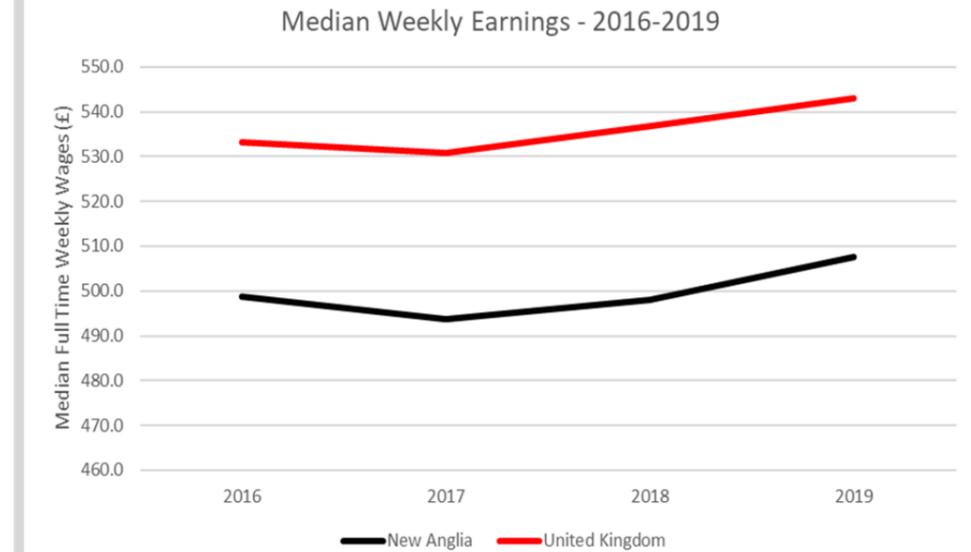
6 of the UK's 12 regions and nations saw real-terms growth in output per hour in 2018. However, the other six experienced a contraction, showing the UK's continued weak productivity performance. Output per hour grew by more than 2% in both Scotland and the East Midlands 2018. In contrast, output per hour fell by more than 2% in both Yorkshire and The Humber, and Northern Ireland.

London had relatively modest growth in output per hour of 0.5% compared with Scotland, the East Midlands, the West Midlands, the East of England and the South East all showing greater levels of productivity growth.

## Wages

**INCLUSIVE GROWTH: MEDIAN WAGES**  
 TARGET: **1.7% ANNUAL GROWTH**  
 RESULT: **£200 MORE PER WEEK**

Indicator: Median Wages	
Source	ONS
Baseline (and year)	£498.8 (2016)
Target to 2036	1.7% annual growth
Target methodology	OBR & imputed EEFM forecasts
Reported by LEP	Annually (January)



### Comparator profile (Source: ONS ASHE—resident analysis, FT workers and gross weekly pay)

Area	Target	Baseline (2016)	Progress (Annual Net Growth)	
			2018	2019
<b>New Anglia</b>	1.7% annual growth	£498.8	<b>0.87%</b>	<b>1.96%</b>
UK		£533.3	1.11%	1.16%
Coast to Capital		£573.8	1.46%	2.12%
Greater Lincolnshire		£474.4	0.48%	2.76%
Heart of South West		£476.1	0.29%	2.03%
Hertfordshire		£626.2	0.22%	-1.31%
York, North Yorkshire & East Riding		£501.7	0.40%	6.04%

Real wage growth has been particularly difficult to forecast in recent years, with wage growth lagging behind GVA growth in an unfamiliar way since the 2008 financial crisis.

Norfolk and Suffolk have seen consistent wage growth, in real terms, over the past two years. With wage levels growing in 2018 (0.87%) and accelerating in 2019 (1.96%). **This amounts to an increase of average weekly wages of £4.30 in 2018 and £9.80 in 2019.**

Since 2016, New Anglia has seen the second lowest rate of average wage growth rate 1.78% of the above comparators, with only Hertfordshire seeing a slower rate at -0.91%. However, it is important to bear in mind that this figure is on track in terms of our initial projections.

Taking recent economic conditions into account, the target annual growth rate in wages of 1.7% remains ambitious, but realistic.

## Employment Rate

INCLUSIVE GROWTH: EMPLOYMENT RATE

Indicator:	Employment rate
Source	ONS and LEP
Baseline (and year)	76.9 p.c. (2016)
Target to 2036	Outperform national (UK) rate
Target methodology	EEFM baseline forecasts
Reported by LEP	Annually (January)

TARGET: CONSISTENTLY HIGHER THAN NATIONAL AVERAGE

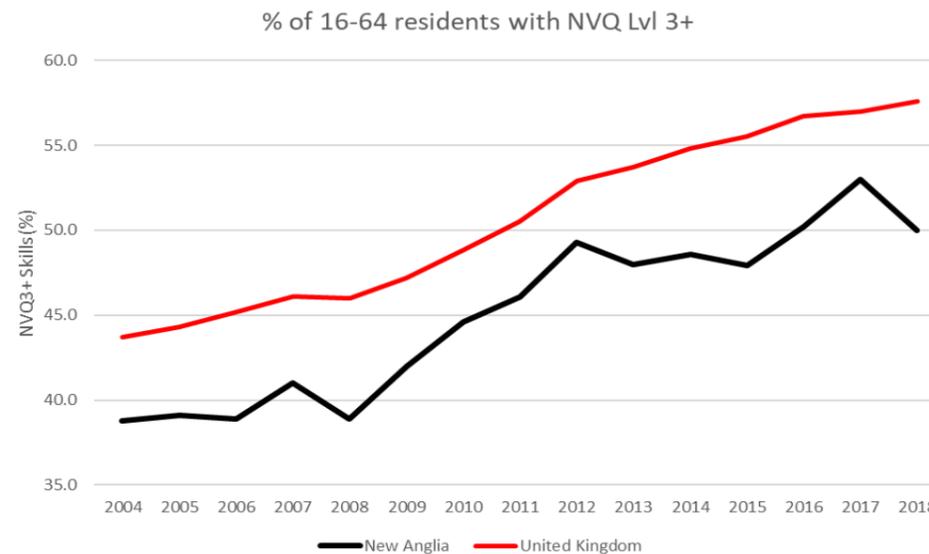
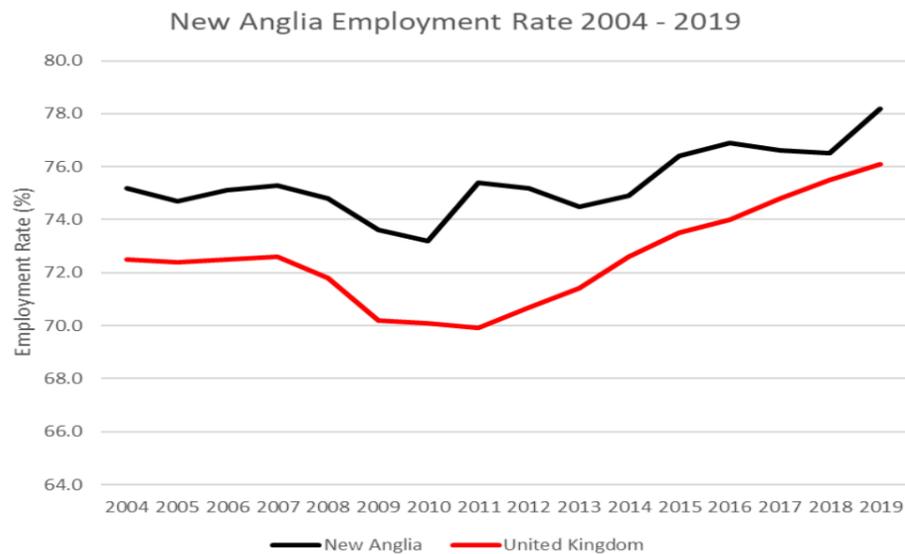
RESULT: A HIGHER PROPORTION OF PEOPLE ENGAGED IN THE LABOUR MARKET THAN ACROSS THE UK.

INCLUSIVE GROWTH: SKILLS

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

RESULT: 66% OF THE POPULATION WITH NVQ3+

Indicator:	Skills
Source	ONS
Baseline (and year)	50.2 p.c. (2016)
Target to 2036	1.4% average annual growth (over 5 years)
Target methodology	UKCES baseline forecasts
Reported by LEP	Annually (May)



### Comparator profile (Source: NOMIS Annual Population Survey 16-64)

Area	Target	Employment Rate (% Change)		
		Baseline (2016)	2018	2019
		%	%	%
New Anglia	Consistently higher than national average	76.9%	76.5	78.2%
UK		74.0%	75.5	76.1%
Coast to Capital		78.8%	76.9	78.0%
Greater Lincolnshire		73.3%	74.8	74.5%
Heart of South West		75.3%	78.2	79.2%
Hertfordshire		78.6%	78.5	78.2%
York, North Yorkshire & East Riding		78.8%	77.6	78.7%

Norfolk and Suffolk have seen particularly strong levels of growth in the employment rate over the past decade. To maintain this growth, the Economic Strategy sets a qualitative target of maintaining a consistently higher employment rate than the national average.

In 2018 the employment rate of Norfolk and Suffolk dipped to **76.5%** from a baseline of **76.9%**. The latest figures for 2019 indicate the employment rate **has risen to 78.2%**. There still remains a comfortable buffer against the UK average of 76.1%.

When compared against other LEPs, Norfolk and Suffolk has seen a moderate increases in employment rate over the past 3 years. The Heart of South West, has seen significant growth of 3.9% - however, it is important to take the impact of Hinkley into consideration when looking at this figure.

### Comparator profile (Source: NOMIS Annual Population Survey 16-64)

Area	Target	% of 16-64 residents with NVQ Lvl 3+		
		Baseline (2016)	2017	2018
		%	%	%
New Anglia	Increase NVQ level 3+ by 1.4% average (over 5-yr period)	50.2%	53.0%	50.0%
UK		56.7%	57.0%	57.6%
London		66.3%	66.1%	66.3%
Coast to Capital		62.7%	63.0%	64.0%
Greater Lincolnshire		48.5%	45.2%	47.0%
Heart of South West		57.7%	58.8%	60.0%
Hertfordshire		58.8%	59.3%	59.0%
York, North Yorkshire & East Riding		59.3%	59.3%	61.4%

Norfolk and Suffolk made strong progress towards this ambition in 2017, with a growth in NVQ3+ levels of **2.8%**, however, the more recent survey based data indicates we may have somewhat stagnated in this ambition, with a 3% drop in 2018 data. The UK as a whole has only seen a very minor overall **increase since 2016 0.9%**, and Greater Lincolnshire has seen an **overall drop of 1.5%. From the baseline** figure in 2016.

This data is subject to survey variability — and therefore, should not be interpreted as a literal reflection of skill levels in the economy, looking at longer term data, comparator areas have seen similar 2-3% fluctuations in their year to year figures. The next nationwide census will provide a far more accurate indication for this metric, this is due in 2021, in the interim this metric will be an area of focus for the Norfolk and Suffolk Skills Advisory Panel through 2020/21.

# New Anglia LEP programme outputs dashboard - Q3 2019/20

Data as of Feb 2020

## Jobs created

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

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

Primary Economic Strategy (ES) indicators supported

## Private sector investment unlocked

GROW OUR ECONOMY BY  
**£17.5**  
BILLION  
IN REAL TERMS BY 2036



GVA PER HOUR OF  
**£39**  
BY 2036

Primary Economic Strategy (ES) indicators supported

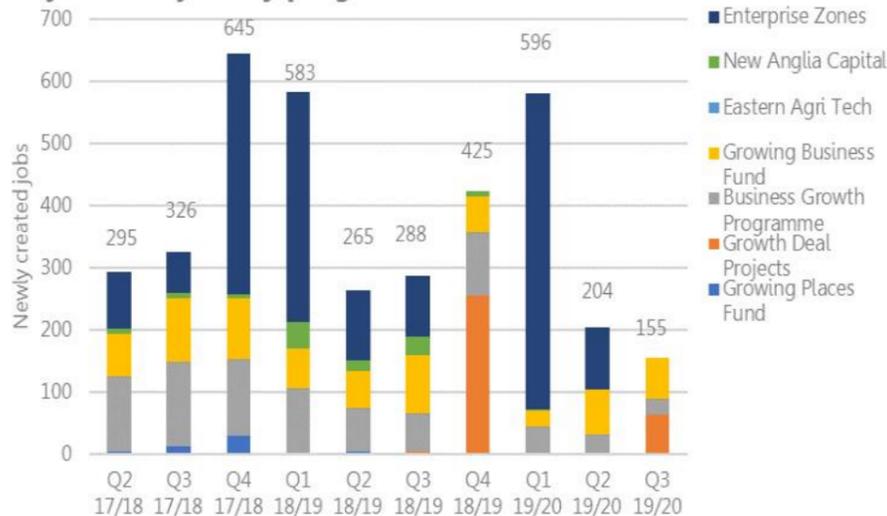
## New dwellings supported

**140,000**  
NEW HOMES  
BY 2036

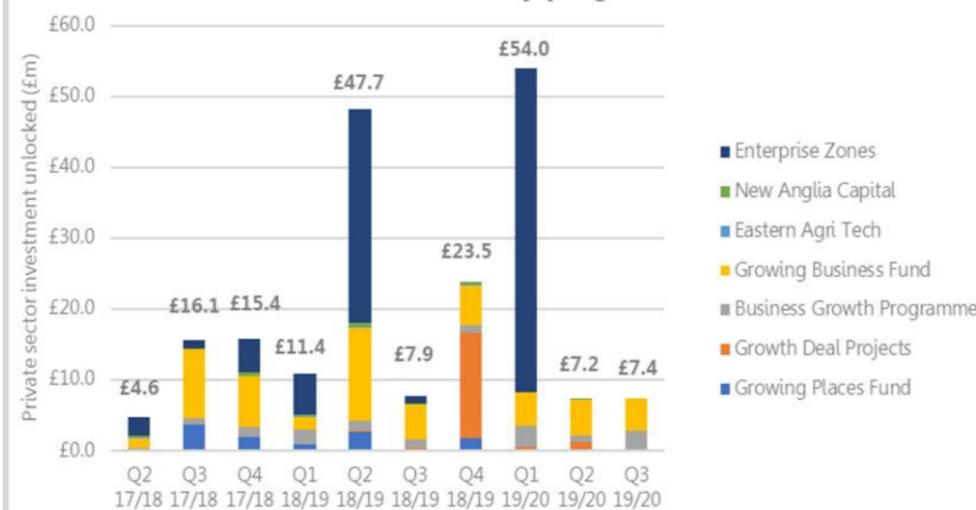


Primary Economic Strategy (ES) indicators supported

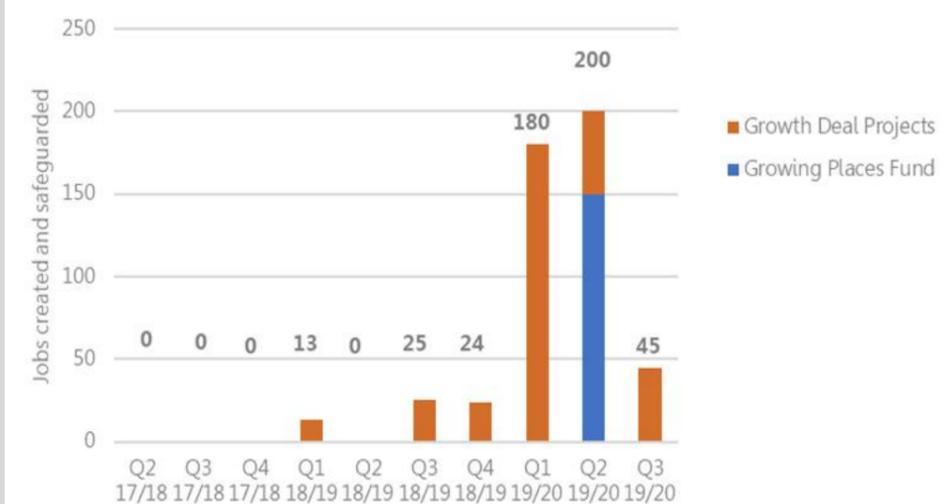
### Newly created jobs by programme



### Private sector investment unlocked by programme



### New dwellings supported by programme



Delivery, this quarter (Q3, Oct-Dec 2019): **155**

Delivery, year to date (2019-20 financial year): **955**

With a proven track record of creating jobs and supporting employment opportunities in the local economy, LEP programmes have a demonstrable a clearly measurable impact on the ambitions of the Economic Strategy, and associated indicators.

The Enterprise Zone, Growing Business Fund (GBF) and Business Growth Programmes are clearly the primary drivers of the jobs created to date in 2019/20. In addition, Growth Deal projects have made a notable contribution in Q3. With the average grant size falling across GBF and the Small Grant Scheme, lower job creation continues to impact quarterly job returns.

Figures for Q3 have not yet been compiled for the Enterprise Zones. The figures for Q4 are likely to include some of the forecast jobs due to be created in the Enterprise Zones through Q3.

Target, this year (2019-20 financial year): **2,183**

Delivery, year to date, as % of target: **44%**

Delivery, this quarter (Q3, Oct-Dec 2019): **£7.4m**

Delivery, year to date (2019-20 financial year): **£68.4m**

Delivery, cumulative to date (2012-): **£379m**

LEP programmes continue to leverage in significant private sector investment, helping to unlock jobs, housing, capital and growth. In fact, the IMF estimates every £1 of private sector investment can stimulate a further £3 of economic growth, highlighting its direct impact on the delivery of the aims and ambitions in the Economic Strategy.

Following a very successful quarter Q1, the majority of the private match funding for Q2 and for Q3 came via the Growing Business Fund, which requires a minimum of 80% private match funding from approved applications.

Target, this year (2019-20 financial year): **£55m**

Delivery, year to date, as % of target: **124%**

Delivery, this quarter (Q3, Oct-Dec 2020): **45**

Delivery, year to date (2018-19 financial year): **425**

Though typically small-scale and limited in terms of direct tangible outputs, LEP programmes still have a demonstrable role in supporting the delivery of new homes and leveraging in resources to unlock sites and development.

The Growth Deal projects delivered an additional 45 outputs in Q3. Adding to significant output figures in both Q1 and Q2.

Both projects will continue to add additional dwellings as a result of LEP intervention during 2020.

Target, this year (2019-20 financial year): **209**

Delivery, year to date, as % of target: **203%**

# New Anglia LEP programme outputs dashboard - Q3 2019/20

Data as of Feb 2020

## New businesses created

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



Primary Economic Strategy (ES) indicators supported

## Jobs paying above the median salary\*

INCREASED  
MEDIAN WAGES BY  
**£200**  
MORE PER  
WEEK BY 2036



Primary Economic Strategy (ES) indicators supported

## Learners & apprenticeships supported

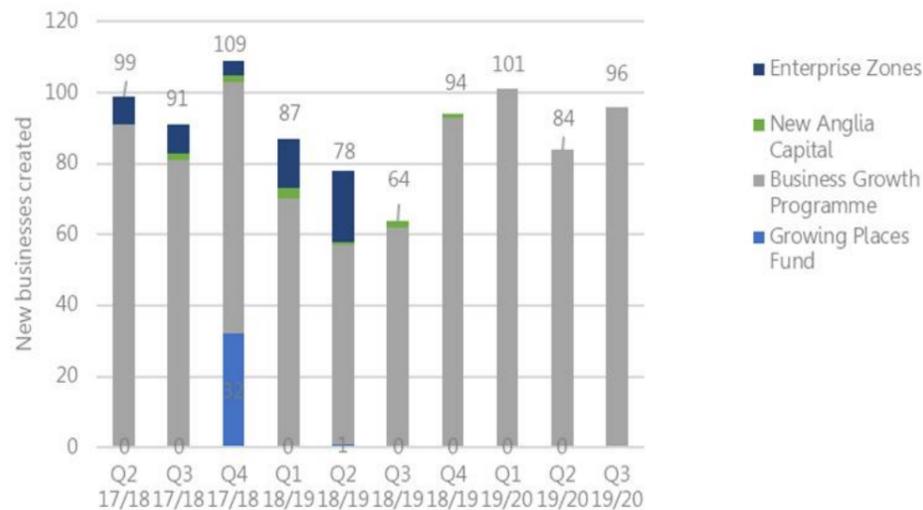
**66%**  
OF THE  
POPULATION  
WITH NVQ3+  
BY 2036



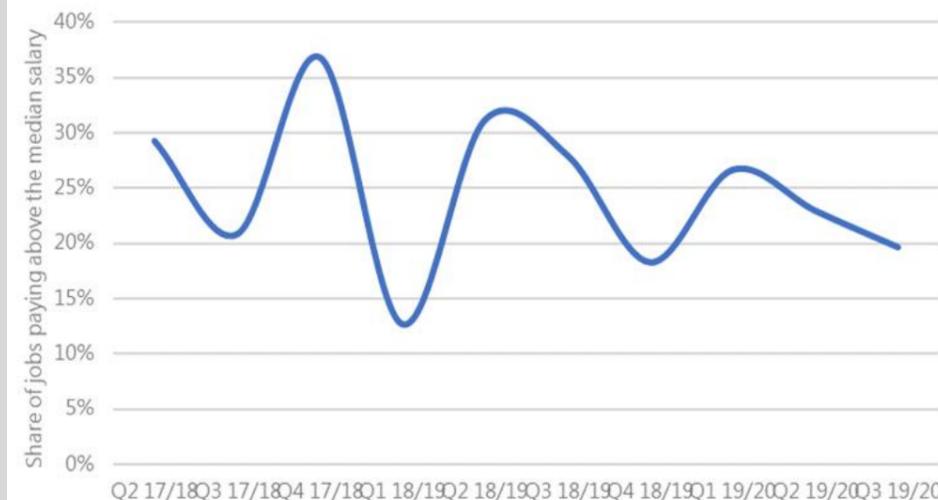
**88,000**  
NET NEW JOBS  
BY 2036

Primary Economic Strategy (ES) indicators supported

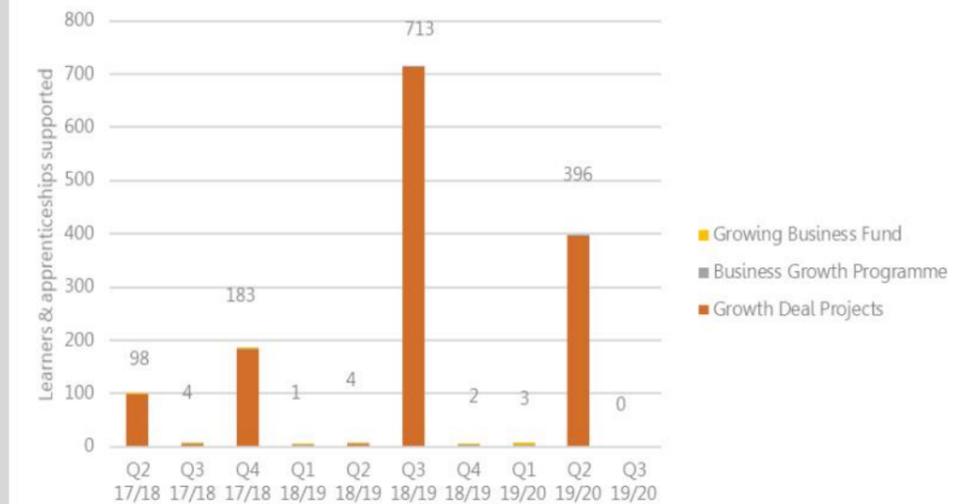
### New businesses created by programme



### Share of new jobs paying above the median salary



### Learners & apprenticeships supported by programme



Delivery, this quarter (Q3, Oct-Dec 2020): **96**

Delivery, year to date (2019-20 financial year): **284**

Delivery, cumulative to date (2012-): **1,492**

The scale and breadth of the LEPs activity within enterprise support means it has a vital and unrivalled role to play in supporting and stimulating the uplift in enterprise required to achieve the aims and ambitions of the Economic Strategy.

Following a positive start to the 2019/20 delivery year, we are now well on the way to achieving the target volume of new enterprises at the end of Q3. Current trends would indicate that achieving a minimum of 26 new business starts in Q4 — in order to hit the overall annual target of 284, is well within reach.

Figures do not yet include any new businesses created on the Enterprise Zones in Q3, these will be incorporated into the Q4 Dashboard.

Target, this year (2019-20 financial year): **322**

Delivery, year to date, as % of target: **88%**

Delivery, this quarter (Q3, Oct-Dec 2019): **13**

Delivery, year to date (2019-20 financial year): **36**

Delivering quality jobs, particularly in terms of remuneration, is important in order for the LEP to achieve the aims and ambitions around inclusive growth.

Between October and December 2019, 20% of new LEP supported jobs were paying above the median wage as a starting salary. This reflects the average figure for the previous 18/19 financial year.

Through 2019/20 25% of jobs paying above the median wage. In relation to the overall job creation figure, this proportion is largely reflective of the median salary job creation profile for the Norfolk and Suffolk economy as a whole.

The data for this metric is driven by the Growing Business Fund. The panel for this fund does consider the value and the median wage level of the jobs associated with respective projects. However, they also have to consider the respective risk profile and overall volume of job creation associated with the investment applications.

\* The baseline median salary figure for Norfolk and Suffolk using by Office for National Statistics is £26,500 p.a.

Target, this year (2019-20 financial year) **33%**

Delivery, Year to date **25%**

Delivery, this quarter (Q3, Oct-Dec 2019): **0**

Delivery, year to date (2019-20 financial year): **398**

Delivery, cumulative to date (2012-): **1,618**

LEP programmes play an important role in creating and supporting learners and apprenticeships, ensuring a demonstrable impact on the ambitious skills-related aims of the Economic Strategy and associated indicators.

Targeted delivery for the year stands at 919 new learners and apprenticeships, with a number of capital-related projects expected to drive delivery for the year.

Delivery for Q2 picked up, however the majority of delivery schemes follow an academic year cycle and the traditional September learner intakes were intended to be compiled and reflected in reporting for Q3.

We anticipate that these figures will be ready for reporting in Q4, and will demonstrate a significant increase in outputs, as figures are compiled.

Target, this year (2019-20 financial year): **919**

Delivery, year to date, as % of target **24%**



## New Anglia LEP Board Forward Plan – 2020

Date	Venue	Forward Looking	Governance & Delivery
29 <sup>th</sup> January	Liftshare Norwich	<ul style="list-style-type: none"> <li>• Aims and Objectives for the Year</li> <li>• Brexit impact report</li> </ul>	<ul style="list-style-type: none"> <li>• Local Industrial Strategy investment plan</li> <li>• Evaluation Framework</li> <li>• Board Recruitment</li> <li>• Remuneration Committee ToR</li> <li>• Growth Programme, EAN, Enterprise Zones &amp; NAC Reports</li> <li>• Quarterly Management Accounts</li> </ul>
26 <sup>th</sup> February	Ipswich Town Hall, Ipswich	<ul style="list-style-type: none"> <li>• Establishment of Clean Growth Taskforce and framework</li> <li>• Development of Tourism sector action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Governance – reporting from industry councils and other sub-boards</li> <li>• Investment Plan Pipeline</li> <li>• Economic and Programme Dashboards</li> <li>• Growth Deal Performance Report</li> </ul>
25 <sup>th</sup> March	Dudgeon Offshore Wind Farm Base, Gt Yarmouth	<ul style="list-style-type: none"> <li>• LEP Delivery plan 20/21</li> </ul>	<ul style="list-style-type: none"> <li>• LEP updated Local Assurance Framework 20/21</li> <li>• LEP Operating Budget 20/21</li> <li>• Enterprise Zones and Agritech Performance Reports</li> </ul>
April		<b>No Board Meeting</b>	
20 <sup>th</sup> May	STEM Centre, West Suffolk College Bury St Edmunds	<ul style="list-style-type: none"> <li>• Inward investment strategy</li> <li>• Skills Advisory Panel plans and progress</li> </ul>	<ul style="list-style-type: none"> <li>• Growth Programme and Growth Deal Performance Reports</li> <li>• Economic and Programme Dashboards</li> <li>• Capital Budget 20/21</li> <li>• Quarterly Management Accounts</li> </ul>
23 <sup>rd</sup> June	The Corn Hall, Diss	<ul style="list-style-type: none"> <li>• Energy Industry Council progress report</li> <li>• Opportunity Areas progress report</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Zones and Agritech Performance Reports</li> <li>• Equal Opportunity &amp; Diversity Policy Report</li> <li>• Modern Slavery and Human Trafficking statement</li> </ul>
21 <sup>st</sup> July	Felixstowe Port, Felixstowe	<ul style="list-style-type: none"> <li>• Innovation Board progress report</li> <li>• Transport Board progress report</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Action Plan</li> <li>• Draft accounts</li> <li>• Growth Programme Performance Report</li> <li>• NAC Bi-Annual Report</li> <li>• Apprenticeship Levy Pool</li> <li>• Quarterly Management Accounts</li> </ul>
August		<b>No Board Meeting</b>	
23 <sup>rd</sup> September	National Centre for Writing, Norwich	<ul style="list-style-type: none"> <li>• Enterprise Zones</li> <li>• Agritech Industry Council progress report</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Zones Performance Report</li> <li>• Economic and Programme Dashboards</li> <li>• Growth Deal Performance Report</li> </ul>
23 <sup>rd</sup> September	New Anglia LEP AGM		
21 <sup>st</sup> October	Sutton Hoo Suffolk	<ul style="list-style-type: none"> <li>• Skills Advisory Panel update</li> <li>• ICT Digital Industry Council progress report</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation on LEP programmes</li> <li>• Growth Programme Performance Report</li> <li>• Agritech Report</li> <li>• Quarterly Management Accounts</li> </ul>
25 <sup>th</sup> November	Centrum, Norwich,	<ul style="list-style-type: none"> <li>• Growth Deal</li> </ul>	<ul style="list-style-type: none"> <li>• Economic and Programme Dashboards</li> <li>• Growth Deal Performance Report</li> </ul>
December		<b>No Board Meeting</b>	

### Standing Items (where relevant)

- Brexit
- Local Industrial Strategy
- IAC recommendations
- Chief Executive's Report including updates on
  - Programmes
  - Strategy
  - Engagement and promotion
  - Governance, Operations and Finance
- Board Forward Plan

### Items to be Scheduled

- Equality & Diversity Training
- Investment Plan
- Social Investment
- Town Deals (May)
- Digital Skills Project