

New Anglia Local Enterprise Partnership Board Meeting

Wednesday 30th October

10.00am to 12.30pm

The Main Auditorium, The Carnegie, Cage Lane,
Thetford, IP24 2EA

Agenda

No.	Item	Duration
1.	Welcome from the Chair	10 mins
2.	Apologies	
3.	Declarations of Interest	
4.	Actions / Minutes from the last meeting	
5.	Welcome from Cllr Sam Chapman - Allen	
Forward Looking		30 mins
6.	Cambridge – Norwich Tech Corridor	Update and discussion
Governance and Delivery		20 mins
7.	Norfolk & Suffolk Unlimited – Next Steps inc Confidential appendix	Update and Approval
Break		10 mins
Governance and Delivery		80 mins
8.	Growing Business Fund Large Company Scheme Applications – Confidential	For Approval
9.	Equality and Diversity action plan	For Approval
10.	Housing Update including appendices	Update
11.	Brexit	Update
12.	The Role of the Chair / Chair job description	For Approval
13.	Skills Advisory Panel Chair	For Approval
14.	Chief Executive's Report including confidential items and appendix	Update
15.	October Programme Performance Reports	Update
16.	Quarterly Management Accounts – Confidential	Update
17.	Board Forward Plan	Update
18.	Any Other Business	

New Anglia Board Meeting Minutes (Unconfirmed)
25th September 2019**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
Matthew Hicks (MH)	Suffolk County Council
John Griffiths (JG)	West Suffolk Council
Pete Joyner (PJ)	Shorthose Russell
Dominic Keen (DK)	Britbots
Helen Langton (HL)	University of Suffolk
Andrew Proctor (AP)	Norfolk County Council
Johnathan Reynolds (JR)	Nautilus
Nikos Savvas (NS)	West Suffolk College
Alan Waters (AW)	Norwich City Council
Jeanette Wheeler (JW)	Birketts
Tim Whitley (TW)	BT

Attendees

Louise Aynsley (LA)	Suffolk County Council
Shan Lloyd (SL)	BEIS
Josh Fedder (JF)	BEIS
Jai Raithatha (JaR)	Suffolk County Council
Vince Muspratt (VM)	Norfolk County Council
Chris Dashper (CD)	New Anglia LEP – For Items 8 and 9
Julian Munson (JM)	New Anglia LEP – For Item 5
Lisa Roberts (LiR)	New Anglia LEP - For Item 6
Chris Starkie (CS)	New Anglia LEP
Rosanne Wijnberg (RW)	New Anglia LEP
Helen Wilton (HW)	New Anglia LEP

Actions from the meeting: (25.9.19)		
Action Log Enterprise Zones Details of the overall EZ investment and the funding split to be provided A confidential update on the stalled sites to be provided to the Board Local Industrial Strategy A one page summary of the key points of the LIS to be distributed to board members Revised foreword to be circulated to board members Apprenticeship Levy Transfer Pool To be added to the reporting cycle and included as a major board item along with the skills update AOB CO2 Action Plan to be added to the forward plan Details of funding streams and relative timescales to be produced		JM JM LIR LIR RW HW CD
1	Welcome from the Chair	
Doug Field (DF) welcomed everyone to the meeting		
2	Apologies	
Apologies were received from Steve Oliver, Lindsey Rix and Sandy Ruddock		
3	Declarations of Interest	
Full declarations of interest can be found at http://www.newanglia.co.uk/about-us/the-board . Nikos?		
4	Minutes of the last meeting 23rd July 2019	
The minutes were accepted as a true record of the meeting held on 23 rd July 2019. <i>Actions from last meeting updated as follows:</i> UEA Enterprise Fund – Chris Starkie (CS) reminded board members that there was still a vacancy on the Enterprise Fund Board. Claire Cullens (CC) and Dominic Keen (DK) expressed an interest and it was agreed that they would rotate the role between them.		
5	Enterprise Zones	
Julian Munson (JM) presented the Board with an update on the Enterprise Zones (EZs). JM provided high level details of each of the current EZs highlighting the levels of investment and noting any ongoing issues with the sites. The board was advised that the development of EZs has provided the dual advantage of allowing local firms to expand as well as attracting new companies to the area. DK asked for further details about the tenants occupying the sites and the split between smaller and larger companies. The board was advised that there was an even split between business types and that sites and prospective tenants were reviewed on a case by case basis on application. Tim Whitley (TW) asked if the total investment could be provided including a public and private split and also splitting the figures between the Norfolk and Suffolk EZs. ACTION: Details of the overall investment and the funding split to be provided David Ellesmere (DE) noted that most Ipswich EZs were very successful and that although progress had been very slow on the Island Site he felt that steps were now being taken and would like the site to retain its status. The Board discussed those sites which were being promoted at MIPIM in October.		JM

<p>Pete Joyner (PJ) asked if there were any requests from prospective tenants which could not be met. JM advised that there was limited offer available in terms of residential and student accommodation as most of the sites offered industrial units or offices.</p> <p>Sam Chapman-Allen (SC) enquired about the stalled sites and what was being done to progress them.</p> <p>JM advised that North Norfolk District Council had chosen not to proceed with the Egmere site. The South Lowestoft site has land ownership issues and work is ongoing to resolve this with the possibility of transferring the EZ status which is challenging in itself. The Board asked to be kept updated on the progress of the stalled sites.</p> <p>ACTION: A confidential update on the stalled sites to be provided to the Board</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report and presentation • To receive updates on the stalled EZ sites and also details of the total investment split by private / public investment and into Norfolk and Suffolk EZs 	<p>JM</p>
<p>6 Local Industrial Strategy</p>	
<p>Lisa Roberts (LiR) provided the Board with the background to the introduction of Local Industrial Strategies (LIS) and the work undertaken by the LEP to produce the LIS for Norfolk and Suffolk.</p> <p>The approach was agreed by the Board in September 2018 and the process has included extensive collaboration between partners which has included partner summits and 3 leaders' sessions.</p> <p>The updated evidence base, along with these sessions, have highlighted key themes and emerging interventions. LiR advised that the evidence base has been scrutinised by Government and the link from evidence to interventions has been praised.</p> <p>The draft LIS has been issued to partners and the 70 pages of feedback received has been reviewed and changes incorporated where possible. LiR confirmed that the structure of the document has been laid down by Government and is not subject to change.</p> <p>LiR highlighted the key strategic opportunities identified in the LIS and noted that partners were keen to progress many of the interventions as soon as possible. Work is ongoing to identify funding sources to support these opportunities.</p> <p>LiR noted that the inclusion of the digital sector as a unique area of opportunity was originally challenged by Government and she thanked partners for providing the additional evidence which supported its inclusion.</p> <p>LiR provided high level information on the key areas of the LIS.</p> <p>PJ noted that 3 specific sectors were highlighted and it made sense to concentrate on those areas of the economy where we are unique but noted that other sectors ie tourism may feel alienated. LiR agreed and confirmed that a tourism action plan would be produced and further work would also incorporate the voluntary sector to ensure inclusion.</p> <p>DE congratulated LiR and her team on the work carried out and noted the limitations imposed by Government. He asked for amendments to be made to the infrastructure links so that they noted that investment was required to realise these opportunities. He also asked for reference to the Cambridge - Ipswich - Norwich triangle to be included.</p> <p>TW also expressed his support for the work and confirmed that Adastral Pak had been identified as the leading source of patents in the country. TW noted that the foreword reinforced the idea of the area being a leading agriculture area and that ICT was not mentioned. He proposed that the foreword should be revised to make it more cutting edge.</p>	

<p>LiR advised that the amendments requested by the Board will be made and the LIS will then be submitted to Government for review. The exact process for this review be still being agreed but on completion any amendments will be incorporated.</p> <p>ACTION: The revised forward is to be circulated to board members</p> <p>Matthew Hicks (MH) noted that the endorsement process for local authorities had posed challenges given that the LIS was still being revised during the process. CS advised that format for the process had been put to chief executives and that both counties had produced different proposals for endorsement.</p> <p>Jeanette Wheeler (JW) asked what the key areas of focus would be for the Board and asked for them to be included in a future report back to the Board. Helen Langton (HL) reiterated this and asked for a one page summary to be provided to the Board to ensure that a clear message is communicated.</p> <p>ACTION: A one page summary of the key points of the LIS to be distributed to board members</p> <p>DF proposed that the Chair and the CEO should have the authority to make minor amendments to the LIS with any more significant changes being returned to the Board for approval. The draft LIS was endorsed by the Board who requested to receive a copy of the final version which will be submitted to Government.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report • To endorse and sign off the Norfolk and Suffolk Local Industrial Strategy subject to the amendments agreed at the meeting • To delegate authority to make minor amendments to the LEP Chair and CEO with major changes to be returned to the LEP Board for approval • To receive the revised Foreword and a one page summary of the key points 	<p>LiR</p> <p>LiR</p>
<p>7 Apprenticeships Levy Transfer Pool</p>	
<p>CS presented the proposal to the meeting which provides further details of the business case as requested at the July board meeting.</p> <p>The meeting discussed the challenges faced in creating and filling apprenticeships.</p> <p>It was noted that it was important that those businesses using the fund were recognised. The scheme also needs to be incorporated into the reporting schedule.</p> <p>ACTION: The Apprenticeship Levy Transfer Pool is to be added to the reporting cycle and included as a major board item when the skill update is provided</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report • To endorse the outlined business plan • To endorse a further £60,000 of funds to allow support to continue for an additional year • To receive future reports on the outputs of the scheme 	<p>RW</p>
<p>8 Innovative Projects Fund</p>	
<p>Chris Dashper (CD) presented the proposal which requested an annual allocation of £500k to the programme for 2019/20 and 2020/21 from LEP funds.</p> <p>The board was advised that, following the successful first call of the Innovative Projects Fund, local authority partners in Norfolk and Suffolk agreed to match the LEP's funding allocation through their respective pooled business rates. This has resulted in a £1.5 million pot being made available to prospective projects under a 2019/20 call.</p>	

<p>It was noted that during the last call the applicants had been local authorities and this time there would be increased promotion to SMEs to attract more applicants from businesses.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report • To approve the establishment of the £1.5m Innovative Projects Fund jointly with local authorities from Norfolk and Suffolk • To approve the new governance arrangement including the Terms of Reference • To approve the launch of a 2019/20 Innovative Projects Fund Call in October 2019 	
9 Voluntary and Community Sector	
<p>CD presented the paper providing the board an update on the LEP's Voluntary and Community Sector Challenge Fund.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report 	
10 Brexit	
<p>CS reviewed the latest Brexit report and updated the board on the funding being allocated by Government to support businesses.</p> <p>It is proposed that, rather than the LEP running extra events for companies, the LEP will supporting those already being run such as those organised by the Chambers of Commerce. CS advised that Government has made 3 offers of funding to aid Growth Hubs to provide various elements of business support but that some funding must be used end by the end of October therefore the LEP is assessing the benefits of this support to ensure that is is used effectively.</p> <p>CS advised that there has been a slow down in applications to the funding programmes and the LEP is proposing the establishment of a taskforce to provide support for businesses facing short term difficulties following Brexit.</p> <p>Andrew Proctor (AP) expressed concern about the use of public funds to support ailing businesses and highlighted the challenges in applying criteria to funding requests. He expressed support for providing advice but not funding. This view was supported by John Griffiths (JG).</p> <p>CS proposed bringing further details back to the October board meeting.</p> <p>JW agreed that this was a difficult area but that the LEP had supported businesses in the past who faced short term issues.</p> <p>AP agreed that the funding could be used to provide further capacity to support companies.</p> <p>DE suggested that the proposed criteria for funding applications be brought to the next board meeting.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report • To receive details of the funding criteria at the October board meeting 	
11 Working Agreement with the Cambridge and Peterborough Combined Authority	
<p>CS presented the paper and the agreement which had been drafted by CPCA.</p> <p>DE asked whether the agreement could be amended and asked for the inclusion of the development of the East-West Rail link to Ipswich.</p> <p>JG suggested it was reviewed by the Economic Development Officers to update the agreement to include local developments.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report • To approve the agreement subject to the above amendments 	

12	Chief Executive's Report	
<p>CS asked for questions from the board on the report. He updated the board on Kwasi Kwateng's visit to Lowestoft and confirmed that he had raised the issue of the impact of wind farms on Suffolk coastal villages.</p> <p>CS reviewed Appendix A which requested approval of the investment in the Anglia Capital Group by New Anglia Capital which is a reallocation of existing funds.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the report 		
13	September Programme Performance Reports including Dashboards	
<p>Rosanne Wijnberg (RW) reviewed the reports for September and highlighted key areas.</p> <p>RW noted that excellent progress has been made in catching up on the underspend from last year.</p> <p>Nikos Savvas (NS) noted that the target for providing homes was 2026 and asked how the shortfall would be met. CS noted this target was in line with those set by local authorities and the LEP would work with them to support them meeting the targets.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the contents of the report 		
14	Board Forward Plan	
<p>CS reviewed the Forward Plan and asked for requests for additional items.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the plan 		
15	<p>Any Other Business</p> <p>Johnathan Reynolds (JR) asked when the action plan for targeting CO2 reduction will be produced.</p> <p>ACTION: Action plan to be added to the forward plan - HW</p> <p>DK asked for details of the various funding streams detailing when each pot will run out.</p> <p>ACTION: Details of funding stream and their relative timescales to be produced - CD</p>	

Next meeting:

Date and time of next meeting: 10.00am – 12.30pm, 30th October 2019

Venue: The Main Auditorium, The Carnegie, Cage Lane, Thetford, IP24 2EA

Actions from New Anglia LEP Board Meetings

Date	Item	Action	Update	Actioned By	Target Date
25/09/2019	AOB	CO2 Action Plan to be added to the forward plan	Added to Forward Plan Items to be scheduled in Q1 2020.	HW	Complete
25/09/2019	AOB	Details of funding streams and relative timescales to be produced	Included in the October CEO Report	CD	Complete
25/09/2019	Apprenticeship Levy Transfer Pool	To be added to the reporting cycle and included as a major board item along with the skills update	To be included in the Board Forward Plan and PPR reporting cycle for 2020.	RW	Jan-20
25/09/2019	Local Industrial Strategy	A one page summary of the key points of the LIS to be distributed to board members		LiR	Nov-19
25/09/2019	Local Industrial Strategy	Revised forward to be circulated to board members	Issued to Board members 8th October	LiR	Complete
25/09/2019	Enterprise Zones	Details of the overall EZ investment and the funding split to be provided	To be provided by November Board meeting	JM	Jan-20
25/09/2019	Enterprise Zones	A confidential update on the stalled sites to be provided to the Board	To be provided by November Board meeting	JM	Jan-20
23/07/2019	July Programme Performance Reports	A programme summary including performance against targets will be included in future NAC reports	To be included in the next NAC report in January 2020	CD	Jan-20
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	JM	Jan-20
23/05/2019	Growth Hub Presentation	Growth Hub Annual review to be circulated to the Board when published	Expected autumn 2019	CD	Nov-19
23/11/2018	Infrastructure	For the LEP team to ensure that links are progressed with other sub-national transport bodies	Progress will be included in the next infrastructure update in November	EG	Nov-19

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

Date	Decision Making Body*	Decision Made
25/9/19	LEP Board	<p>The Board made the following decisions:</p> <p>Local Industrial Strategy To endorse and sign off the Norfolk and Suffolk Local Industrial Strategy subject to the amendments agreed at the meeting.</p> <p>Apprenticeships Levy Transfer Pool To approve the business plan and to endorse a further £60,000 of funds to allow support to continue for an additional year</p> <p>Innovative Projects Fund</p> <ul style="list-style-type: none"> To approve the establishment of the £1.5m Innovative Projects Fund jointly with local authorities from Norfolk and Suffolk To approve the new governance arrangement including the Terms of Reference To approve the launch of a 2019/20 Innovative Projects Fund Call in October 2019 <p>Working Agreement with the Cambridge and Peterborough Combined Authority To approve the agreement subject to the above amendments</p>
10/9/19	Investment Appraisal Committee	<p>The IAC made the following decisions:</p> <p>Innovative Projects Fund Proposal To approve the proposal recommending the fund and the call to the LEP Board. To approve the Terms of Reference.</p>
7/8/19	Growing Business Fund Panel	<p>The Panel approved the following applications:</p> <ul style="list-style-type: none"> William Morfoot Limited - Agreed to support Approved Grant: £50,000 Timber Frame Management Limited - Agreed to support Approved Grant: £35,662
23/7/19	LEP Board	<p>The Board made the following decisions:</p> <p>Skills Delivery Board To approve the transition from a Skills Board to a Skills Advisory Panel as required by Government and to continue to endorse its activities</p> <p>Climate Change Adaption and Carbon Reduction Action Plan To support the development of an action plan to tackle some of the key findings of the report</p> <p>Draft Annual Financial Statements To approve the annual financial statements and audit management letter for signing by the Chair</p> <p>Apprenticeships Levy Transfer Pool To approve the £60,000 budget to develop a cost-effective model to support the transfer of apprenticeship levy to SMEs in partnership with colleagues from Norfolk and Suffolk County Councils</p> <p>Growing Business Fund: Large Company Grant Programme To approve the introduction of a GBF Large Company Grant programme</p>
23/7/19	Investment Appraisal Committee	<p>The IAC made the following decisions:</p> <p>Growing Places Fund Large Company Grant Request (Confidential) To approve a grant of £379,318 subject to approval of the capital grant programme by the board, provision of a suitable State Aid statement by the applicant and evidence of confirmation by the parent company that the company would remain in Norwich.</p>

* 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 30th October 2019

Agenda Item 6

Cambridge Norwich Tech Corridor

Author and presenter: Linn Clabburn

Summary

The paper gives an overview and update on the Cambridge Norwich Tech Corridor (CNTC) initiative. The initiative aims to drive investment, high-value job creation, productivity, business growth and cluster creation by working across three strategic deliverables; Reputation and Promotion, Clusters and Assets and Infrastructure.

Recommendation

The Board is asked to continue supporting the CNTC with an allocation of £62k for the financial year 2020/21 and to agree to work with corridor partners to secure their future commitment to the project.

Background

The Cambridge Norwich Tech Corridor is a partnership between Norfolk, Suffolk and Cambridgeshire County Councils; Norwich City Council; Broadland, South Norfolk, Breckland and West Suffolk District Councils and New Anglia LEP with the ultimate aim of driving investment, high-value job creation, productivity, business growth and cluster creation across the Tech Corridor area.

The 2018 feasibility study by Cambridge Econometrics recommended that the Tech Corridor initiative should aim to grow a knowledge-led, technology driven economy across the Corridor area by creating the 'right' conditions for existing tech companies, attract additional tech businesses and strengthen connections and collaboration within the Corridor. The study identified Agri-food/Agri-tech/Food science; Life sciences, Med-tech and Pharmaceuticals; Advanced Manufacturing, Engineering and Materials; IT, AI, Robotics, Sensors, and Big Data as strong sectors which the Tech Corridor should continue to build on. It concluded that a knowledge-led 'technology corridor' with connected, complementing technology clusters has the potential to house an additional 46,000 additional people, 26,000 additional jobs, create value of an additional £2.75bn to the economy and increase average salaries by £1,300 per annum by 2036.

Based on the work by Cambridge Econometrics, the CNTC partnership agreed a vision for the Tech Corridor area to be;

"Internationally recognised as a top-tier destination for technology firms looking to establish, grow and cluster, for highly skilled workers looking for a rewarding career with a strong purpose and a rich quality of life, and for businesses and investors seeking the next high-value, sustainable opportunity".

Key Considerations

As of September 2018, a public-private Delivery Board and a small Operational Team (2.5 FTE) is working to accelerate the delivery plan agreed by the CNTC Partnership. The delivery plan has three strategic deliverables; 1. Reputation and Promotion; 2. Clusters and Assets; and 3. Infrastructure. These deliverables are achieved through a three-stage strategy to; a. build credibility, gain buy-in and support from internal and external stakeholders; b. clearly define the Tech Corridor's offer and identify key 'customers' and; c. bring the Tech Corridor offer to market and raise demand from internal and external 'customers'. In the past 12-18 months, the Tech Corridor team has used the three-stage strategy to accelerate delivery across all three deliverables. A selection of the Tech Corridor's key activities and outputs in the past 12 months are summarised below.

1. Strategic Deliverable - Reputation and Promotion

Goal: To raise the profile of the Tech Corridor to be recognised as a leader in high value, tech-driven economic and societal growth in order to attract tech businesses and skilled workforce, investors and government and provide a respected voice in the tech conversation.

Key activities and outputs to date

- **Tech Corridor Recognition and Network** – The Tech Corridor is the only sector agnostic platform that aims to connect Norwich, Cambridge and surrounding towns and villages into one network and providing a 'front door' for collaboration. As such, the Tech Corridor plays an important role in creating connections, drive collaborations and support value chains across the region. In the 2019 Tech Nation Report, James Patron, MD at the Bradfield Centre in Cambridge highlighted the Cambridge Norwich Tech Corridor as a “*key enabler for collaboration*”. With team members based across the Corridor, the initiative is successfully promoting Norfolk and Suffolk and their opportunities within the Cambridge business ecosystem – evidenced through several relationships and collaborations brokered by the Tech Corridor team.
- **Tech Corridor Ambassador Programme** – The Ambassador Programme is the main way for private sector stakeholders to engage with the Tech Corridor initiative. The programme has received strong buy-in and partnerships with businesses and individuals across the Corridor including corporates including Astra Zeneca and Lotus and organisations such as Cambridge Cleantech and Hethel Innovation. The Ambassador Network currently has 97 members.
- **Tech Corridor Profile** – The Tech Corridor profile has grown significantly over the past 12 months with features on BBC and ITV, inclusion in Tech Nation 2019 report, Cambridge and Peterborough and New Anglia LEP Local Industrial Strategies. The Tech Corridor has developed a video series in collaboration with the UEA and the EDP called 'The Disruptors' which shines a light on innovative businesses in the region and helps promote clustering opportunities in the Corridor.

2. Strategic Deliverable - Clusters and Assets

Goal: To connect, enhance and sweat our existing assets and clusters to drive collaboration, knowledge-sharing, innovation, commercialisation and regional supply chain development to ultimately drive business growth and expansion in the Corridor and attract new businesses to our clusters.

Key activities and outputs to date

- **Building Partnerships with key Stakeholders** – As a sector agnostic initiative, stretching across a large geography, the Tech Corridor is actively building relationships with sector-specific organisations such as Tech East, Agritech East, OneNucleus, Cambridge Wireless, etc. Rather than duplicating the work of these organisations, the Tech Corridor aims to bring organisations together across traditional sectors and geographies to collaborate, innovate and share knowledge. Relationships with the London Stansted Cambridge Consortium and the Cam-Mk-Ox Arc have also been developed with the aim of collaborating to attract investment and supporting growth.
- **Knowledge sharing, collaboration and regional value chain building** – the Tech Corridor has organised a range of events in the last 12 months to support collaboration,

innovation and regional supply chain building. Events such as the UN Sustainable Development Goals Innovation Challenge at West Suffolk College on the 8th October is an example of how the Tech Corridor brought together regional businesses, students, academics, research institutes such as the Welding Institute and organisations including Hethel Innovation and Cambridge Wireless to work together. Over 200 businesses have engaged in a range of events or benefitted from introductions to large corporates and potential collaboration partners.

- **The East of England Investment Catalyst** – the Investment Catalyst was initiated by the Tech Corridor and is a collaboration between the Tech Corridor, Barclays, Price Bailey, UEA, InvestEast, Anglia Capital Group and New Anglia LEP to help a small number of high-growth companies in the Tech Corridor to access investors and raise investment rounds of £1m+ to grow and scale. 11 companies are currently going through a programme of masterclasses to do a showcase on the 26th November in London. The Investment Catalyst also aims to promote the region as a location for private investors to engage with and to build partnerships with private sector investors. Strategic partnerships with national VCs such as Cambridge Innovation Capital, Aster Capital, Foresight Ventures (managers of the £100m East of England Investment Fund) have been developed to date as part of the Investment Catalyst.

3. Strategic Deliverable - Infrastructure

Goal: To create and enable inclusive growth by providing joined-up physical and digital infrastructure, space for businesses to grow and cluster and attractive propositions for investors.

Key activities and achievements to date

- **Tech Corridor Spatial Growth Vision** – To enable more targeted promotion of sites and opportunities, the Delivery Board commissioned a spatial growth vision with renowned masterplanners Perkins + Will. The data-driven spatial growth vision is due in December 2019 and will be used to identify and promote key investment and clustering opportunities and provide basis for further inward investment activities.
- **SETI** – The Tech Corridor are working closely with the UEA (project lead) and partners to develop a bid and identify funding opportunities for SETI (Smart Emerging Technologies Institute), a proposed high-speed data-loop connecting the NRP, BT at Adastral Park, Cambridge Science Park and Essex University. The project has the potential to be a game-changer for the whole region as a national asset for Big Data which could be used to underpin all the priority sectors within the Corridor.
- **Investment in Tech Corridor Sites** – Promotional materials for individual sites within the Corridor has been developed and for the Snetterton site, the additional promotional work has generated a 5x increase in the number of enquiries according to Breckland District Council.

The Tech Corridor was set up using a combination of contributions from the New Anglia LEP, the Local Authority partners and Business Rates Pool to deliver outputs over a 2-20 year period. The intention is for the project to run continuously, beyond the initial 2-year period to deliver the expected outputs.

Negotiations are beginning with partners towards extending their contributions beyond the current end date of September 2020.

We are seeking board approval to continue the LEP's commitment of £62k per annum for the 2020/21 financial year, as our current commitment runs until March 31st 2020.

Link to the Economic Strategy and Local Industrial Strategy

The Tech Corridor is identified as a 'Priority Place' in the Economic Strategy and the strategic deliverables have been developed to align and deliver components of the Economic Strategy and Local Industrial Strategy for Norfolk and Suffolk.

Within the Local Industrial Strategy (LIS) framework, the Tech Corridor initiative will support delivery of the foundations of productivity with a focus on; Ideas – supporting collaboration between businesses within the Corridor and making links outside the Corridor; Infrastructure –

developing a roadmap for sustainable, inclusive development and economic growth in the Corridor; Businesses Environment – enhancing the business environment through a range of activities such as the East of England Investment Catalyst. The Tech Corridor is also well placed to support the delivery of strategic projects identified in the LIS, including the SETI project where work is already underway.

Next Steps

The current delivery plan for the Tech Corridor stretches until September 2020 and three-year outline plan for the Corridor initiative sets key activities until end of 2021 includes key activities across the Strategic Deliverables:

1. Strategic Deliverable - Reputation and Promotion
 - **Targeted Sector Promotion** – working in collaboration with Norfolk and Suffolk Unlimited (NSU), the Tech Corridor is continuing to develop joined-up, sector-specific propositions for businesses and investors to promote proactively through a range of media. As an initial opportunity the Tech Corridor, in collaboration with OneNucleus, the London Stansted Cambridge Consortium and NSU, will develop a joined-up offer and presence at the 2019 Gensis conference in London in December.
 - **International Partnerships** – as part of raising the Tech Corridor profile internationally, the Tech Corridor team is continuing to develop strategic partnerships with regions, organisations and investors in locations such as Amsterdam, Scandinavia and Canada.
2. Strategic Deliverable - Clusters and Assets
 - **East of England Investment Catalyst** – following the final showcase in London on the 26th November the aim is for the East of England Investment Catalyst to be a reoccurring programme that will host a showcase once or twice per year.
 - **‘Network with a purpose’ events programme** – following the successful delivery of collaboration and innovation events to bring businesses and stakeholders from across the Tech Corridor together, a programme of events will continue in partnership with a range of organisations in the Corridor. The events link SMEs in the Corridor with other businesses, academics, students and corporates to build regional value chains and ‘network with a purpose’.
 - **Cluster Building Innovative Projects Fund bid** – In collaboration with Broadland District Council, the Tech Corridor is developing a bid to fund a programme to support the development of advanced engineering and manufacturing clusters across the Corridor. The project includes an innovative ‘talent sharing’ platform that can be rolled out across all sectors in the Corridor.
3. Strategic Deliverable – Infrastructure
 - **Targeted Promotion of Tech Corridor locations** – following the development of the Spatial Growth Vision for the Tech Corridor, the report forms the foundation for targeted promotion and marketing of the Tech Corridor and clusters. The Tech Corridor are exploring opportunities to work with the LEP and partners to present the Growth Vision at MIPIM Cannes 2020. In addition, the Growth Vision will be used in communication with funding bodies and as a foundation to develop a ‘red carpet’ treatment for investors.
 - **SETI** – the technical feasibility study for the SETI project has been completed and the coming months will see the partners come together to develop the SETI ‘offer’ in terms of potential job creation, etc. In 2020, the Tech Corridor team envisage working with the SETI partners to identify funding opportunities and lobby for investment in SETI.

Recommendation

The Board is asked to continue supporting the CNTC by agreeing an allocation of £62k for the financial year 2020/21 and to agree to work with corridor partners to secure their future commitment to the project.

New Anglia Local Enterprise Partnership Board

Wednesday 30th October 2019

Agenda Item 7

Norfolk & Suffolk Unlimited

Authors: Hayley Mace and Julian Munson Presenter: Julian Munson

Summary

This paper provides an update on the Norfolk & Suffolk Unlimited place branding to help coordinate and amplify our Offer to the World and bring together our world-class inward investment, business location and skills offer. The new brand was successfully launched at a high-profile business event on 25th September.

Accompanying this paper is confidential Appendix 1 which recommends the creation of a pooled inward investment service, Invest Norfolk and Suffolk.

Recommendation

The Board is asked to note progress to date and endorse the forward plan of activity.

Background

The LEP Board agreed and signed off the new umbrella brand 'Norfolk & Suffolk Unlimited' in February 2019 with approval to proceed with phase 2 which included the development of a new web platform and promotional website, videos, business case studies and investment prospectus which have all been completed.

A high-profile business launch of Norfolk & Suffolk Unlimited took place at Kesgrave Hall near Ipswich on 25th September attracting over 120 delegates from across the area with senior representation from industry, education and Government.

With the event chaired by Doug Field, the line-up of high-profile speakers included Phil Popham, CEO of Lotus and Kieran Miles, CEO of Duco clothing. Although very different businesses and operating in different sectors, both firms presented their exciting plans for growth and future investment and importantly their commitment to the region and support for the Norfolk & Suffolk campaign.

LEP Board member Jeanette Wheeler presented on the background to developing the new brand and our new international proposition and put out a call for business ambassadors to help us promote the area and attract new business and talent.

A video message from James Cartlidge, Member of Parliament for South Suffolk, confirmed his commitment to the campaign and stressed the importance of coming together to promote the region and the UK as a whole to attract global interest and investment to help boost local employment opportunities.

Overall the launch event was very well received with much positive feedback from partners and businesses. Around 65 business leaders have since contacted the LEP to sign up to become official brand ambassadors and to work with us and partners to help raise the profile of the area nationally and internationally.

There has also been much positive engagement via social media. The Twitter account has 160 followers and tweets have received 41,500 impressions (the number of times users saw our tweets) with an average of 24 engagements a day (likes, retweets etc).

The LinkedIn page is very active, with 265 followers who are regularly sharing and commenting on our posts. Posts have received 24,200 impressions (likes, comments, shares) and the most shared posts have been around our presence at MIPIM UK.

The website has received over 5,875 visits since the launch, with most people visiting the Invest and Sector Opportunities pages. The news pages are regularly updated with relevant stories.

Forward Plan of Activity

Events Programme

A programme of events (local, national and international) is now underway to showcase the brand and our investment opportunity across our key sectors and priority locations.

For example, the new investment prospectus, video and website – norfolksuffolkunlimited.co.uk - were profiled at Offshore Energy in Amsterdam in early October.

The brand also featured on our exhibition materials for MIPIM UK in London on the 14/15 October, which included an investors brunch seminar with 45 attendees.

MIPIM UK provided an opportunity to highlight the new brand, talk about our key growth sectors and showcase key development sites (Cambridge Norwich Tech Corridor, A14 Global Trade Corridor, All Energy Coast and King's Lynn Enterprise Zone, Ipswich and Norwich). A number of promising leads are already being followed up from the event.

Other trade events focused on food and drink and ICT sectors are also being planned.

Developing a network of ambassadors

Brand advocacy is vital to our success. It is important that local partners and businesses 'buy in' to our message, understand our ambitions and help us to promote it.

Through launch attendees, subsequent networking events and engagement on social media, a network of 65 ambassadors has already been set up. We will continue to grow this network, focusing on getting business leaders involved.

Hayley Mace has spoken at events in Norwich and King's Lynn to promote the new brand and to encourage businesses to become more involved. She spoke to 35 Cambridge Norwich Tech Corridor ambassadors about the new brand, its development and its message for tech businesses. It was very well received and nine businesses who attended have since signed up to support the Unlimited ambassador campaign.

Ambassadors have been encouraged to engage with us on social media, use our collateral (logo, prospectus, website) to help promote their own businesses, share their success stories with us and to join us at networking breakfasts which are being arranged for early December.

We will use these events to update on our plans for 2020 and to showcase interesting projects – we will be hosting at the International Aviation Academy Norwich and at the Malthouse in Ipswich. Over 25 ambassadors have already signed up to attend.

We will continue to track and measure the level of engagement and develop a strategy for *regional advocacy and engagement* (in addition to the inward investment strategy and business location/sector campaign activity).

The LEP executive is also deploying some additional resourcing for a short term period in the current financial year, working with the Head of Communications, to maintain the campaign's momentum – to help drive local engagement with our business intermediaries (Chambers etc), business networks and ambassadors to promote the brand, as well as building a stronger presence on social media.

Development of the inward investment website and commercial property system

It is critical that we translate greater awareness of our area into concrete leads and then investment. Work is under way to develop the next phase of the new Norfolk and Suffolk Unlimited website and online systems. This will include an enhanced report building feature to allow visitors to create their own PDF document using statistics and information from the site to create a bespoke brochure with tailored information about Norfolk and Suffolk.

We have also negotiated access to the Estates Gazette property database, which will populate the website map with live information about available commercial property and development sites with interactive search functionality. We plan for this phase of work to be live in early 2020.

This work is being led by the Head of Enterprise Zones and Innovation and will provide an enhanced service to new and expanding businesses seeking new premises and commercial sites which includes the Enterprise Zone sites across Norfolk and Suffolk.

Creation of a new digital marketing platform

The next phase also includes the creation of a new digital campaign platform enabling the LEP and partners to develop bespoke proactive campaigns relating to specific sectors and locations and then target potential investors. A level of integration with the LEP/Growth Hub CRM system will also enable leads and enquiries to be captured and tracked more effectively with the ability to measure outcomes in a more coordinated way.

This activity overall is being led by the LEP (Head of Enterprise Zones and Innovation and Head of Communications) in partnership with Norfolk and Suffolk County Councils as part of the Invest East initiative and is therefore part funded by ERDF European funds and will enable a more proactive and targeted approach to marketing and generating new inward investment leads.

Creation of a single inward investment team

Proposals to develop a joined-up, more cohesive Norfolk/Suffolk wide inward investment team are progressing with the LEP working in partnership with the County Councils.

The initial concept of a 'single agency model' for inward investment was agreed as an action in the Norfolk and Suffolk Economic Strategy and supported by the LEP Board. This will help deliver a more effective and proactive service for promoting the area and attracting new investment leads. More detail on this can be found in the confidential appendix 1.

Overall timeline and key milestones



Governance and Resourcing

A place brand steering group, bringing together public and private sector partners, has been in place during the development of the new brand and will continue to meet. This includes representation from County and District Local Authorities, LEP and Chambers of Commerce. The steering group is chaired by the Head of Enterprise Zones and Innovation.

As outlined in the accompanying appendix a new board will be created to oversee the pooled inward investment service, including its business plan and KPIs. This will replace the existing LEP inward investment and trade board.

Recommendation

The Board is asked to note progress to date and endorse the forward plan of activity.

New Anglia Local Enterprise Partnership Board
Wednesday 30th October 2019

Agenda Item 9

Equality and Diversity Action Plan

Author: Charley Purves

Presenter: Rosanne Wijnberg

Summary

This paper provides a summary of activity since January 2019 on the diversity agenda and sets out the actions to be taken over the next twelve months.

Recommendation

The board is requested to endorse the Equality and Diversity Action Plan.

Background

The board appointed David Ellesmere as the Diversity Champion for the board in January 2019 and accepted that part of the remit would be to accept an annual report on progress and consider improvements.

The Diversity Champion will assess the diversity progress of the LEP board itself, as well as the executive team and the boards and sub-committees that feed into the main LEP board. New Anglia LEP is committed to ensuring that at least a third of its main Board members are female by 2020 and that there is equal representation by 2023. However, equality and diversity is about more than just a gender balance. It is about ensuring that the community the LEP is working for and landscape of Norfolk and Suffolk are fully represented.

Following wider board input, the Equality and Diversity Policy has been further developed and strengthened, and an external facing Equality and Diversity Statement has been created which can be accessed on our website <https://newanglia.co.uk/wp-content/uploads/2019/07/Equality-Diversity-Policy-Policy-Statement-May-2019.pdf>.

Key Considerations

Three areas have been identified as priority areas of activity:

- *Recruitment and membership*
Ensuring that our recruitment processes are open and transparent, and no particular group are precluded from applying. That the boards and sub-committees are representative of the local communities.
- *Decision making*
Providing the rights skills and knowledge for the boards and sub-committees to make decisions and recommendations without discrimination or bias.

- *Workforce*
Ensure that opportunities for employees and prospective employees of the LEP are accessible and all reasonable adjustments are made where practicable to remove any substantial disadvantages.

Next Steps

The executive team are undertaking a review of current membership of boards and sub-committees as well as an internal survey in order to benchmark statistics.

Over the next twelve months, it is proposed that the following actions take place:

- Equality and Diversity training to be arranged for board members within a board meeting to cover responsibilities including the public sector duty and provision of goods and services, types of discrimination and unconscious bias.
- Equality and Diversity training to be rolled out to the LEP executive team.
- Review of recruitment practice for boards and committees as well as workforce and a review of the work experience offer including internships.
- Women in Business dinners hosted by Jeanette Wheeler to engage female business leaders in the work of the LEP and create a pool of future candidates.
- Review and update the criteria used for grant and loan funding decisions to ensure equality, diversity and inclusion are taken into consideration.
- Produce an action plan addressing further issues for the following twelve months.

Further progress reports, with statistical evidence, will be brought to the board on an annual basis.

Recommendation

The board is requested to endorse the Equality and Diversity Action Plan.

New Anglia Local Enterprise Partnership Board
Wednesday 30th October 2019

Agenda Item 10

Housing Update

Author and presenter: Ellen Goodwin

Summary

This paper summarises the work of the LEP on the housing agenda and recommends actions for the LEP to support SMEs housebuilders as a key element in achieving the 140,000 home target in the Norfolk and Suffolk Economic Strategy.

It also summarises the work of our construction sector group, Building Growth Group and proposes a reconstitution to align with progress on this agenda since its inception almost five years ago.

Recommendation

The Board are asked to:

- Agree in principle the commissioning of a research piece to identify construction and housebuilding SME activity in Norfolk and Suffolk, identifying barriers and what can be done about them with the view of diversifying the industry in the longer-term. The brief for this work will be developed with partners;
- Delegate authority to the Chief Executive to commission the above research once an brief with partners has been agreed; and
- Agree the reconstitution of the Building Growth Group to align with the Norfolk and Suffolk Economic Strategy, the Local Industrial Strategy and the outputs of the Housing Conference. The overarching theme of the group will be clean growth.

Background

Housing White Paper – Fixing our broken housing market

The Government's White Paper focuses on planning for the right homes in the right places; building homes faster; diversifying the market and helping people now.

Norfolk and Suffolk Economic Strategy

The Norfolk and Suffolk Economic Strategy recognises the importance of housing as an economic driver and enabler and sets a target to deliver 140,000 new homes across the area by 2036. The Strategy commits to building the right kind of housing and commercial space where it is needed and highlights the need for coordinated investment in housing and

infrastructure that people and businesses need. It also looks to deliver a smoother planning system and explore innovative approaches to funding and financing.

At the last Board meeting Chris Starkie noted that the housing target in the Economic Strategy was in line with those set by local authorities and the LEP would continue to work with them to support them in their delivery.

The Board last received an annual update on the Norfolk and Suffolk Economic Strategy housing target in February 2019. It showed that during 2017/18 housing completions in Norfolk and Suffolk totalled 4,900 compared to an Objectively Assessed Need (OAN) figure of 6,978 new homes.

The challenge to meet OAN is part of a wider domestic trend, where supply has not met demand in the housing market for a number of years. However, Local Plan allocations and permissions data do indicate that there could be quite a substantial upswing in housing completions to 2021.

Given the historic delivery against OAN, the target in the Norfolk and Suffolk Economic Strategy is considered ambitious. With the growth in the housing market also reliant on wider economic conditions such as low interest rates and the wide availability of credit short-term economic uncertainty could reduce demand for housing which would in-turn impact completion figures.

The Local Industrial Strategy

The Local Industrial Strategy highlights the housing delivery challenge but recognises the upswing in Local Plan allocations and planning permissions. It also focusses on the importance of forward funding infrastructure to unlock growth and the commitment from partners to quality design, integrated infrastructure and the sustainability agenda.

What are we already doing?

Local Authorities

District and Borough Councils are responsible for planning and determining future development at the local level. This means that they are responsible for developing Local Plans as well as development management. In addition, local authorities are also designated housing authorities.

Broadland District Council, Norwich City Council and South Norfolk Council are working with Norfolk County Council through the Greater Norwich Development Partnership to develop a Joint Local Plan for the Greater Norwich area.

The majority of local authorities in Norfolk and Suffolk, including the two County Councils, have also set up their own Housing Companies responsible for housing delivery. Although the scale of delivery of these companies is generally still quite small compared to overall delivery rates, there is potential for significant growth.

Housing Associations

Housing Associations in England are independent companies established for the purpose of providing low-cost social/affordable housing for people in housing need on a non-profit-making basis. There are a number of Housing Associations active in Norfolk and Suffolk. These too have the potential to deliver more social housing as well as open market housing in the longer term.

New Anglia LEP

Whilst not directly responsible for planning or housing delivery, the LEP is supporting housing growth in a number of ways.

Influencer

The LEP continues to influence national housing policy through the LEP Network and its strong relationship with Homes England, Government (MHCLG) and others. The Network offers the opportunity to share intelligence and look at best practise from across the country, enabling us the opportunity to test pilots with the view of accelerating housing delivery and rolling out where successful.

The LEP will continue to work with the Housing and Finance Institute to engage MPs in the housing delivery debate. It will also continue to engage with How Should Norfolk Grow, Suffolk Design and other initiatives as appropriate to help accelerate the delivery of high-quality, sustainable homes across Norfolk and Suffolk.

Communicator

The LEP will continue to ensure the link between economic growth and housing is well understood. It will do this through initiatives such as Norfolk and Suffolk Unlimited as well as the Economic Strategy and the Local Industrial Strategy.

Evidence

The LEP will continue to boost its evidence around housing need and delivery. We will continue to develop more granular housing sub-metrics to better understand need, demand and affordability and share data across the area.

Funding

The LEP already uses its Growth Deal and the Growing Places Fund to unlock housing sites. Growth Deal has helped to unlock 476 new homes to date while the Growing Places Fund has helped to deliver a further 468 new homes to date.

Building Growth sector group

Much of the LEP's activity on housing is driven by its Building Growth Sector Group. The group which brings together partners from the private, public and voluntary sectors and has been active for almost five years.

It has focused mainly on four key stakeholder objectives to date based on initial stakeholder feedback: housing, planning, skills and utilities. Since its inception it has also considered place and innovation. While some of these work strands have progressed well it is vital that the Group remains adaptable into the future as priorities change.

One of the ways in which the Building Growth Group has already considered its ongoing work programme was through the Housing Conference entitled "Quantity, Quality and Affordability: how do we deliver the sustainable homes we need?" More details of this event can be found below.

Housing conference – 11 July 2019

Working with the Housing Finance Institute and Suffolk Growth Programme Board a housing conference focussed on quantity, quality and affordability took place at Wherstead Park on 11 July 2019.

The overview of the conference report which can be found at Appendix A describes the event as:

“A well-attended event that used both traditional conference approaches (e.g. keynote speeches / sector overviews) combined with panel sessions and the use of technology to enable greater audience participation. The interest in this event was overwhelming with the mix of public and private sector being 41%/59% respectively. It proved how passionately the whole sector feels about the housing agenda and working collaboratively to find innovative solutions to the challenges we face in Norfolk and Suffolk. Overall the event provided a positive, productive and thought-provoking debate.”

Barriers and issues identified at the housing conference

The following next steps were agreed as tangible next steps from the housing conference:

- Consider the climate change challenge including more environmental and modern methods of construction, sustainable materials and smart technology
- Develop and promote the construction skills offer through new or expanded skills academy/ies to broaden sector appeal
- Develop a Norfolk and Suffolk developer forum with planners to help develop relationships, smoother planning and promote better design in Norfolk and Suffolk
- Consider how to boost housebuilding capacity and diversity by encouraging new entrants to the market including SMEs
- Consider how we further promote the sector through initiatives such as Norfolk and Suffolk Unlimited
- Engage MPs in the ongoing housing delivery debate to establish if there are any legislative changes that could further boost housing delivery
- Building Growth Group to consider its governance and re-structure accordingly, re-engaging members with refreshed terms of reference and work programme

The Building Growth Group and partners will need to continue to consider how we deliver on these as part of the ongoing thinking on the housing agenda.

What the LEP will do next

Influencer

We will further strengthen our role as a facilitator to bring together local authority (including housing companies), government, private sector partners (developers, contractors, landowners etc.) and Housing Associations to assemble information and think more strategically and commercially about accelerating housing delivery over a wider than LPA geography, focussed on Priority Place. This will be done through a re-constituted Building Growth Group as described below.

Communicator

We will work with the Housing Finance Institute to deliver a Westminster summit for MPs. The timing for this event will be considered to ensure maximum impact.

Evidence

We recommend commissioning a short research piece to identify SME construction and housebuilding activity in Norfolk and Suffolk, identifying barriers and what can be done about them with the view of diversifying the industry in the longer-term. The brief for this work will be developed with partners.

Supporting SMEs is a key priority for the LEP and a lack of SME players in the housebuilding sector has been identified as a gap in the marketplace. But we need to understand in much greater detail the challenges being faced by these companies and what would help support their growth.

As a result of this work, we would hold events to attract new entrants and to support the supply chains using both the New Anglia Growth Hub and the Norfolk and Suffolk Unlimited brand. Funding for this work can be accommodated by existing budgets.

Funding

We could decide to use our programmes to further focus on accelerating housing delivery including possible site acquisition and servicing. However, we would need to better understand what is holding delivery back as infrastructure/ site development funding/ finance is likely to not be the only reason explaining slower than needed delivery.

Governance

It is proposed that the Building Growth Group reconstitute itself to overcome some of the barriers and capture some of the opportunities identified by this paper as well as any new ones which come forward.

It is proposed that clean growth will be the overarching theme of Building Growth Group and that the supporting work strands will be as follows:

- People, including skills to increase the number and diversity of people entering the industry and ensuring they have the right skills to deliver at scale and of a high quality, sustainable design
- Funding and finance, tasked with looking at the innovative ways of funding and financing clean growth developments in Norfolk and Suffolk
- Design and Innovation, working with Suffolk Growth Programme Board and the Innovation Board to champion and promote quality and the use of new, more sustainable materials. This work strand would also consider the deployment of innovative delivery methods at scale
- Land pipeline, to ensure sufficient and appropriate land is available, allocated and appropriately consented to encourage sustainable growth

Recommendation

The Board are asked to:

- Agree in principle the commissioning of a research piece to identify construction and housebuilding SME activity in Norfolk and Suffolk, identifying barriers and what can be done about them with the view of diversifying the industry in the longer-term. The brief for this work will be developed with partners;
- Delegate authority to the Chief Executive to commission the above research once a brief with partners has been agreed; and
- agree the reconstitution of the Building Growth Group to align with the Norfolk and Suffolk Economic Strategy, the Local Industrial Strategy and the outputs of the Housing Conference. The overarching theme of the group will be clean growth.

Appendix A – housing conference report

Appendix B – housing data

APPENDIX A – Housing Conference Report

Quality, quantity or affordability?

How do we deliver the sustainable homes we need?

Thursday, 11 July 2019: 10am – 4pm

The Atrium, Wherstead Park, Ipswich, IP9 2BJ

Overview

A well-attended event that used both traditional conference approaches (e.g. keynote speeches / sector overviews) combined with panel sessions and the use of technology to enable greater audience participation. The interest in this event was overwhelming with the mix of public and private sector being 41%/59% respectively. It proved how passionately the whole sector feels about the housing agenda and working collaboratively to find innovative solutions to the challenges we face in Norfolk and Suffolk. Overall the event provided a positive, productive and thought-provoking debate.

Summary of conference sessions

Introduction: Doug Field

Doug Field welcomed people to the event and challenged people to think about the challenge we face in Norfolk and Suffolk to delivering 140,000 new homes by 2036. He stated that a home is more than bricks and mortar and that it was imperative that we build the right homes in the right place and in a way that is environmentally sustainable, something that is particularly important given the clean growth challenge we all face.

Keynote: Tony Pidgley

The conference then heard from Tony Pidgley of Berkley Homes. Tony stressed the importance of planning for people and building communities ahead of profit. He noted the criticality of communication and a collaborative culture. Finally, he challenged policy makers to be flexible in their approach in order to achieve the ambitions we all agree are needed.

CITB announcement: Sarah Beale

Sarah Beale, CITB launched a £17.8m fund for an additional 20 'hubs' to support onsite training opportunities. She stated that attracting people to the industry was a difficult with access to training not always easy. Industry engagement also proves challenging. Sarah also highlighted that there would be a shortage of 170,000 workers by 2023 and outlined CITB's six initiative responses. She stressed the importance of innovative methods.

Building Skills Panel – Saul Humphrey, Sarah Beale (CITB), Tom Oliver (Ilke Homes) and Nikos Savvas (West Suffolk College)

Saul Humphrey introduced the skills panel and the members. Key points:

- Agreement from panel members that construction skills courses need to ensure participants are site ready – not just the technical skills but the behaviours that are needed on a site. Ilke Homes highlighted they look for wider skill sets e.g. ability to work as part of team etc. 85% of Ilke workforce have no particular construction skills on appointment...
- Apprenticeships need to deliver better outcomes for both the participant and industry. How can we make the levy more flexible to encourage greater take up?
- Industry is currently quite fragmented, we need to make it more inclusive, overcoming the perceptions that many have about the industry. Move away from traditional view and promote higher skills levels, e.g. increasing use of technology in construction; move towards sustainable methods and new materials; reflect on skills needs on a project by project basis
- Improving skills requires new entrants and new/more tutors. Need to look at encouraging more assessors into the industry but have to address wage levels for tutors, look at greater college/employer collaboration to deliver skills training and increase course to industry retention rates (currently 15% of those on courses enter the industry)

Key questions from the audience:

1. Aren't creativity, design, place and deep sustainability key to changing the culture of this industry to attract and keep people?
2. There is a huge demand across all sectors for civil engineers and designers. However, businesses are still going bust, why is this still happening?
3. How will CITB, employers and trainers collaborate to address housing's contribution to CO2 emissions in light of the government's commitment to net zero by 2050?
4. What else can the industry do to help particularly smaller businesses to take on more apprentices? Businesses find the current process too complicated
5. How can we support subcontractors in recruiting new entry roles when they predominantly rely on self-employed gangs who are paid on piece work and quality?

Embedding Quality Panel – Wayne Hemmingway (Hemmingway Design), Chris Lamb (Design South East), Mark Chapman (Taylor Wimpey), Andrew Dobson (Crest Nicholson), Ed Gilder (Badger Building), Stuart McAdam (Persimmon Homes) and Will Vote (Rose Builders)

Wayne Hemmingway introduced the Panel session and members. Highlighted the fact that Panel represented 3 of the UK's national housebuilders (Taylor Wimpey, Crest Nicholson and Persimmon Homes) and recognised the strength of the conference in securing 5 housebuilders to jointly discuss design and quality issues.

Key points to note:

- Communities at the heart of change
- FTSE index has fewer housebuilders currently than at any time
- Rate of delivery between large housebuilders/smaller firms is roughly the same (100 homes per site per annum) – larger housebuilders just have more sites. But given c.£28 million is needed to deliver 100 homes per annum (company's investment) where are SME builders/developers meant to get this money given the current position of the banks/lending market?
- Need to address the issue of land value and the impact the cost of land has on the design/quality of homes
- Need to define what we mean by high quality early in the process and stick to it... quality means different things to different people (e.g. an architect, a customer, a local authority, a community). This must be recognised alongside the market forces that mean different products are needed for different budgets.
- Need to engage with communities early in the process: three-way conversations between housebuilders/communities/local authorities
- Need to address what can be covered in legislation and whether Government has an appetite to introduce national design standards as a 'level playing field' for developers. Agreement that environmental agenda is likely to drive this legislation forward more quickly in the coming months/years.

Key questions from the audience:

1. We build the smallest expensive low-quality homes in Europe. How do developers up their game to build homes not units?
2. Should there be more pressure on housebuilders to do more to ensure improved quality of construction? Often and press on poor quality construction
3. When will developers embrace environmental sustainability and see that it can be a selling point rather than an unnecessary cost to development?
4. Industry and planners aren't trusted by communities. What could we do to develop and embed that trust?
5. To embed true environmental quality in an industry that is inherently profit driven do we need legislation and tighter conditions locally?
6. How do we get mainstream contractors building homes in areas of dire need but where the market doesn't support viability?

Strategic Context and Key Housing Issues: Natalie Elphicke

Natalie Elphicke of the Housing and Finance Institute laid out the strategic context and key housing issues from her perspective. She highlighted the significant progress made by all since the 2008 crash with regard to delivery but stressed that the 300,000 new homes p.a. was a huge challenge moving forward. Natalie referenced the constantly changing market and the importance of flexibility and adaptability. Finally, she stated that investment from across the public and private sector and commitment at the national and local level will help boost delivery further.

Attracting Investment Panel: how partnership working can boost housing and infrastructure delivery? Pete Gladwell (Legal and General), Richard Bacon (MP for South Norfolk), Ben Denton (Legal & General), Natalie Elphicke (HFI) and Paul Kitson (Homes England)

Pete Gladwell introduced the session and the panel members. Key points:

- Investment models currently focus on subsidising demand, need to balance these with approaches to subsidising supply
- Greater emphasis needed on boosting funding for infrastructure (upfront in some cases) and address viability issues
- Agreement that greater partnership working is needed to deliver the homes – local authorities could be more involved, e.g. direct deliver, use of public land, role for strategic planning, reducing risk. Critical to understand local specifics
- Greater mix of investment models needed, e.g. serviced plots for self-build (Dutch model); use of patient capital; mix of finance for build costs / running costs (e.g. building homes that cost nothing to heat); longer term landowner legacy culture

Key questions from the audience:

1. The last time that 300,000 new homes were built in this country Council's built a good percentage of them. Shouldn't government get Council's building again at scale?
2. Are Homes England going to provide true leadership in providing the finance needed to deliver housing in areas of need where viability challenges the market?
3. Do you think CIL is working? Is it actually delivering?
4. Why can't the government make utility companies join in more strategic conversations around infrastructure rather than the old-fashioned approach site by site?
5. Building societies and the OBR agree that help to buy has added around £12,500 to the price of a home. Has it been worth it?
6. The brownfield register is a great planning incentive, but the sites aren't delivered. Why isn't Government offering a financial incentive?

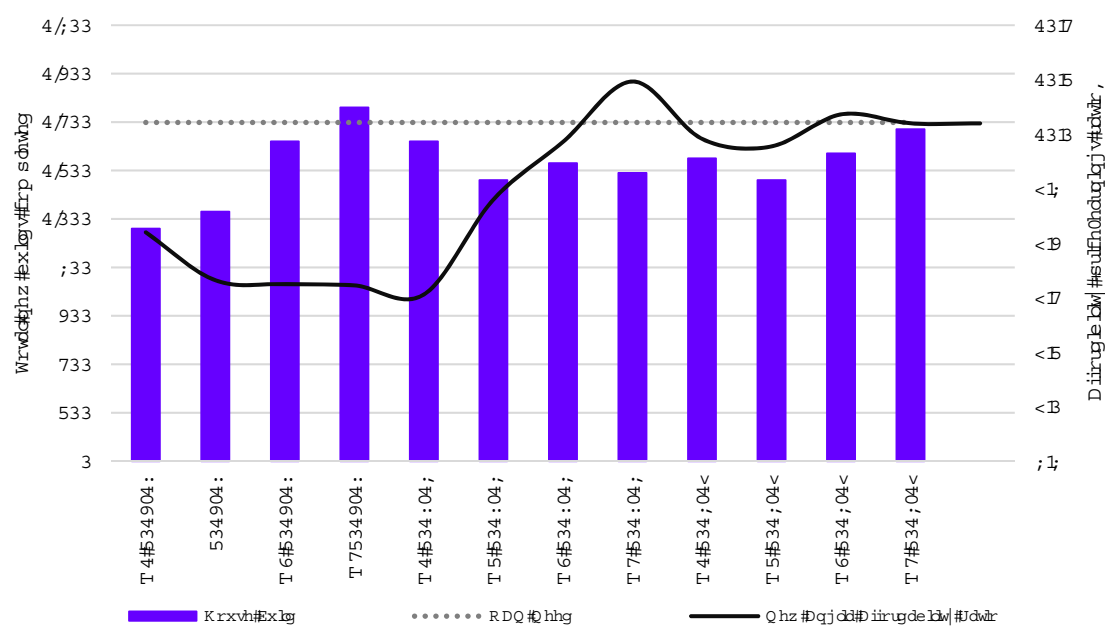
Conference summary: Chris Starkie

Chris Starkie, New Anglia LEP summed up the day's events and reiterated the need to improve, streamline and speed up housing delivery across Norfolk and Suffolk in the coming years, making sure we have the right homes in the right place and that they are built to a high sustainable quality

APPENDIX B – Housing data

Norfolk and Suffolk Economic Strategy: 140,000 new homes by 2036 target

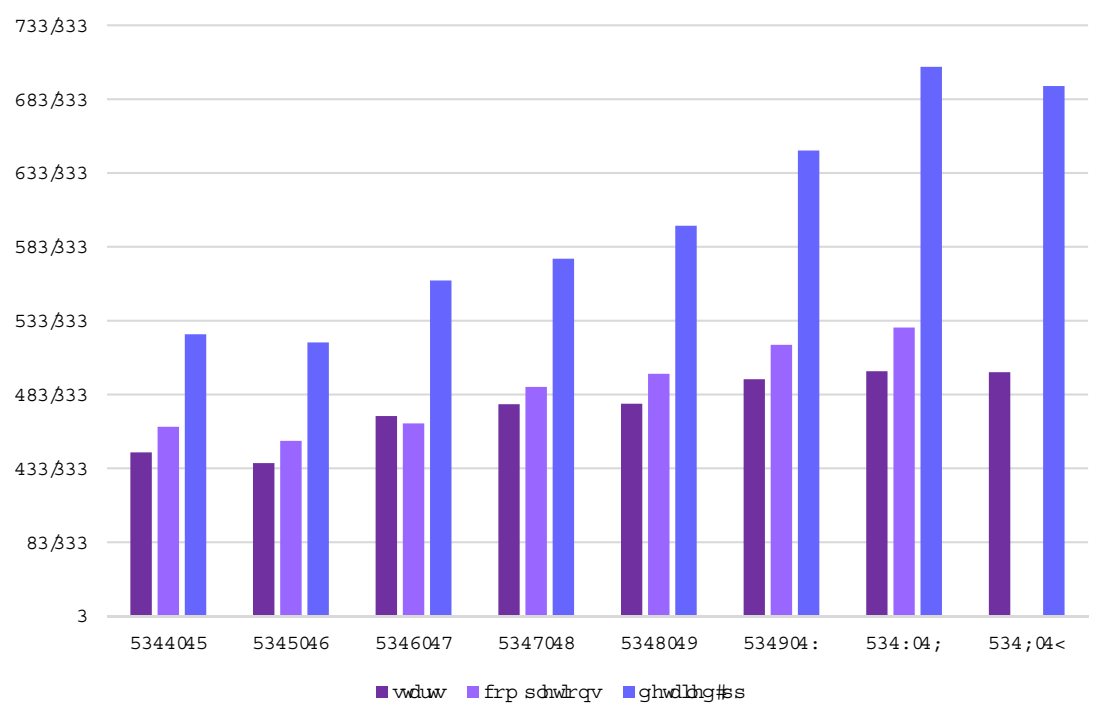
Fig. 1 Housebuilding and affordability



NOTE: Proxy metrics (used below) are leading indicators used to informally track quarterly trajectory and context - actual progress of ES indicators will be officially reported annually (Feb)

- Housing delivery continued a strong trend, building on the progress since previous Q
- Although still somewhat below the OAN targets, this trajectory is encouraging
- It has not been possible to provide a specific update on the affordability ratio this Q
- There was a slight dip in median salaries advertised, so its unlikely much has shifted

Fig. 2 – number of housing units started, completed (data not available for 18-19) and those granted detailed planning permission in England (data for 18-19 based on pro-rata information from 3 Qs)



SOURCE: Glenigan/HBF and HMCLG live tables 208 and 120

New Anglia Local Enterprise Partnership Board
Wednesday 30th October 2019

Agenda Item 11

Brexit

Author: James Allen Presenter: Chris Starkie

Summary

This report provides an update on the latest activity undertaken by the LEP ahead of the UK's anticipated departure date from the EU on 31st October 2019.

Recommendation

The Board is asked to note the contents of the report.

Background

Building on the previously agreed approach on Brexit, the LEP has now received funding through a series of government pots to assist with Brexit preparedness, Brexit intelligence and Growth Hub support. New Anglia LEP has been awarded the following:

- £59.5k for Brexit preparations to be used by the end of March.
- £28k on Brexit intelligence to be used by the end of March.
- £31.5k until the end of March for additional staffing resource in the Growth Hub.

To co-ordinate this activity and lead the LEP's work on Brexit, James Allen began a new role as Brexit Manager at the end of September until the end of March 2020. This work will cover increasing Brexit intelligence, overseeing consultant support setting out potential Brexit impacts, evolve the business support proposition and setting up the Brexit task force.

The first two elements of funding from Government are being used to cover James Allen's role, also provide some budget for additional consultancy work, events, promotion and an update to the LEP website to bolster information we can provide about Brexit.

The third element of funding from Government is being used to fund two additional adviser roles for the Growth Hub. These will be funded from the new BEIS funding as temporary roles until 31st March 2020. A funding application to extend the Growth Hub programme via ERDF funding is due to be considered at the end of November. If this is successful, these new short-term roles would be extended in duration in line with an expansion to the Growth Hub and Small Grants programme as a whole.

Brexit preparations

To assist with business preparedness for Brexit, government departments have held a number of events across Norfolk and Suffolk.

Staff from the LEP and Growth Hub have assisted with setting these events up and promoting them to businesses. Further discussions are ongoing with departments to assess whether there is appetite for additional events in the region.

A Brexit Business Readiness event took place in Ipswich on 8th October supporting 67 businesses to prepare for a no deal Brexit around issues such as employing EU nationals, importing, exporting, data protection and taxation.

A series of 'Get Ready for Brexit' events have been held across the region by the Department for International Trade including Bury St Edmunds (26th September), Norwich (1st October) and Thetford (17th October) with 69 businesses attending the first two sessions.

An online Brexit Business Readiness event took place on 17th October giving businesses the opportunity to hear from several government departments.

At the NAEDOG meeting on 9th October, the LEP Executive updated EDOs on the approach taken to prepare businesses for Brexit and gather intelligence.

Brexit Intelligence

The LEP and Growth Hub now submit a new weekly intelligence report into central government. This work is being coordinated with other LEPs and Growth Hubs in the Oxford to Cambridge Arc cluster. Where intelligence requires escalation, the LEP will raise with MPs to contact specific government departments.

Following the government's temporary tariff regime announcement mid-October, the LEP Executive has worked with local MPs and regional stakeholders to set out the potential impacts of the proposed tariff rates for imports and exports for agri-food businesses to government.

The intelligence gathered to date has been submitted from across all sectors of the economy. Latest trends from the reports include stockpiling across various sectors, impacts on intra-EU and UK-EU chartered flights, cost of freight, cost of tariffs, exchange rate fluctuations, uncertainty for removal businesses operating in Europe and client apprehension in EU Member States.

LEP Programmes

The LEP recognises the need to flex programmes, rather than create a specific fund allocation for Brexit.

Following the discussion at the last board meeting, the LEP executive is proposing to assess the impact will be on Norfolk and Suffolk and whether government announces new schemes that we might want to align LEP programmes to.

In order to better assess the impact of Brexit on Norfolk and Suffolk's key sectors, the LEP has circulated a tender for consultants to prepare an updated assessment, building on the 2017 potential implications of Brexit for Norfolk and Suffolk report produced by Metro Dynamics. Given the huge amount of additional information produced by Government in the past year, it will be possible to be much more precise about the impact. In addition to setting out what the impacts would be for Norfolk and Suffolk, consultants will be asked to prepare a list of companies most likely to be affected.

Brexit Task Force

The New Anglia LEP Brexit Task Force has been initially established as an officer group consisting of Chief Executive Chris Starkie, Head of Communications Hayley Mace, Programmes Manager Jason Middleton, Growth Hub Manager Nigel Best and Brexit Manager James Allen.

This has enabled the LEP to coordinate Brexit-related activity internally and ensure that externally we are speaking with one voice. The key areas of focus for the Task Force are preparing businesses, gathering intelligence, LEP programmes and liaising with government about financial support they might provide for business.

The membership of this group will be ramped up to include external partners to mobilise activity as and when it is required.

Recommendation

The Board is asked to note the contents of the report.

New Anglia Local Enterprise Partnership Board
Wednesday 30th October 2019

Agenda Item 12

Role of the Chair

Author: Charley Purves

Presenter: Rosanne Wijnberg

Summary

A job description for the role of the LEP Chair has been developed to strengthen our governance by ensuring transparency and accountability, and to support future recruitment to this position. A job description to support the role of the LEP Vice-Chair will be developed as a next step.

Recommendation

The board is asked to

- endorse the job description for the Role of the Chair, attached Appendix A
- delegate authority to the Chair to approve the job description for the Role of the Vice-Chair

Background

The National Local Growth Assurance Framework states that LEPs should publish the roles and responsibilities of Chairs to ensure transparency and accountability. The LEP is also expected to openly advertise when recruiting to the role of LEP Chair. On reviewing how this is done elsewhere, it was felt that the best way of supporting and documenting this was by way of a job description.

Key Considerations

The job description for the LEP Chair has been developed with input from the LEP Chair. The job description can be found at Appendix A.

Having the role of the chair documented in this way ensures that stakeholders and potential funding applicants understand the remit of the Chair, and it provides guidance to potential applicants when recruiting to the position of Chair in the future.

Next Steps

Once the role of the LEP Chair is confirmed, this will be referenced in our Local Assurance Framework and published on the LEP website.

Recommendation

The board is asked to

- endorse the job description for the Role of the Chair as attached
- delegate authority to the Chair to approve the job description for the Role of the Vice-Chair

JOB DESCRIPTION

Job title: Chair of the Board

Main purpose: To collaborate with the Board, Chief Executive (CEO) and Chief Operating Officer (COO) 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 clarity of purpose to ensure the Board is effective in setting and implementing the organisations direction and strategy.
2. To take chair at board and Annual General Meetings. This will involve working with the Chief Executive to determine the order of the agenda; ensuring the board receives accurate, timely and clear information; keeping track of the contribution of individual directors and ensuring that they are all involved in discussions and decision-making. At all meetings the Chair should direct discussions to a consensus view and sum up discussions so that everyone understands what has been agreed.
3. Support the Chief Executive to fulfil the organisations potential.
4. Create the environment for a high performing board team.
5. Ensure that New Anglia LEP and the Board comply with the published Local Assurance Framework.
6. Support the development of the effective and inclusive private public sector partnership to achieve practical outcomes with a consensual approach.
7. 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.
8. Represent New Anglia LEP to the outside world, in meetings with business and public sector partners including Government Ministers, and the media.
9. Support the recruitment of board members, Chief Executive and Chief Operating Officer, and provide support for the induction of those recruited.
10. Champion diversity and inclusion, for recruitment, membership and decision making.
11. 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.

New Anglia Local Enterprise Partnership Board
Wednesday 30th October 2019

Agenda Item 13

Skills Advisory Panel Chair

Author: Natasha Waller. Presenter: Chris Starkie

Summary

At the LEP Board in July 2019 it was agreed to convert the Skills Board to a Skills Advisory Panel in line with government requirements. At the September Skills Advisory Panel meeting, Paul Winter, Chair of the panel, announced that he was stepping down. This paper provides a proposal for a new Chair in line with the guidance set out for Local Enterprise Partnerships.

Recommendation

- To approve the Skills Advisory Panel Terms of Reference.
- To formally acknowledge the work of Paul Winter as Chair of the Skills Board
- To approve the proposal that a current LEP board member takes on additional responsibility for chairing the Skills Advisory Panel as recommended by Government.
- To seek nominations for the role of Skills Advisory Panel chair from the board or to externally advertise if there are no candidates from the LEP board

Background

At the first meeting of the Skills Advisory Panel in September a revised version of the Skills Board Terms of Reference were reviewed and amendments suggested in anticipation of bringing them to the LEP Board for approval.

The Chair of the Skills Board has been independent of the LEP Board in recent years. When the Skills Advisory Panel guidance was issued in December 2018, it stated:

‘We expect the chair of the Skills Advisory Panel to be a member of the strategic MCA or LEP board, to ensure that the Skills Advisory Panel advice is reflected in strategic board discussions. We expect the arrangements for the chair’s term to be in line with the arrangements for the LEP board’s chair’

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762629/Skills_Advisory_Panels-Guidance_on_the_Role_and_Governance.pdf

Key Considerations

With the transition of the Skills Board to the Skills Advisory Panel, it was a timely opportunity to review the terms of reference and ensure they are fit for purpose. Amendments have been made to make them more robust and also to outline a set of expectations for the membership as we are keen for this to be active panel. These can be reviewed in the annex to this paper.

Paul Winter also made the decision to stand down as Chair at this meeting. He had been in this position for over two years and felt that it was timely to allow a new Chair to make the next set of developments.

Amongst the achievements of the Skills Board while Paul has been Chair include:

- Developing the vision of Skills Board/Skills Advisory Panel
- Endorsing the vast majority of the sector skills plans
- Overseeing the allocation of funds for Skills Deals
- Expanding the private sector membership of the Skills Board
- Supporting the initial development of the Skills Advisory Panel
- Championing our Youth Pledge ambitions

Now that we need to seek a new Chair, we would now like to bring this role in line with the stated guidance. Therefore, a member of the LEP Board will also become the Chair of the Skills Advisory Panel. We are also happy to consider forthcoming Board members as we anticipate them starting late 2019/early 2020.

Whilst the Government's SAP guidance does not state that the board member needs to be a private sector member of the LEP board – it is an existing requirement of the LEP Skills Board's terms of reference and therefore reflected in the SAP's proposed terms of reference.

Nominations are therefore sought from existing and future Board members. This would enable the board to ratify an appointment at its next board meeting (November).

If an appropriate Board member cannot be found, then it is proposed we would formally advertise for a non-LEP Board individual. Recruitment would follow the process for the recruitment of LEP board members with a sub-panel of the LEP board interviewing candidates and making recommendations back to the LEP board.

If this was the approach taken then the post could be advertised during November, with interviews to be conducted in mid-December and early January for an appointment to be ratified at January's LEP board.

The Skills Advisory Panel meets six times a year and has strong support from the LEP Skills Manager and officers from both Norfolk and Suffolk County Councils. This includes secretariat.

The Chair supports the development of the future plan for the Skills Advisory Panel and steers the agenda for each meeting in consultation with the officers.

Panel members are highly engaged and will regularly attend events on behalf of the Chair as required.

Panel members will appreciate greater links with the LEP Board and to raise the importance of skills in order to drive the economy. It is widely acknowledged that lack of the appropriate skills are the biggest concern of businesses as they are a barrier to growth.

In the event that a non-LEP board member is appointed as chair of the Skills Advisory Panel, it is proposed that the chair attends the LEP board twice a year as an observer with skills on the LEP board agenda.

Link to the Economic Strategy and Local Industrial Strategy

Inclusion and Skills is a clear theme in the Economic Strategy and the People Chapter in the Local Industrial Strategy outlines how vital skills and employment are for our region. Our delivery plan and game changing ideas rely on the correct skills being available and appropriate provision being available in the region.

Recommendation

- To approve the Skills Advisory Panel Terms of Reference
- To formally acknowledge the work of Paul Winter as Chair of the Skills Board

- To approve the proposal that a current LEP Board member takes on additional responsibility for chairing the Skills Advisory Panel as recommended by Government.
- To seek nominations for the role of Skills Board chair from the board or to externally advertise if there are no candidates from the LEP board

New Anglia LEP Skills Advisory Panel

Terms of Reference **Revised October 2019**

Purpose

The Skills Advisory Panel exists to support the growth of an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals. It oversees the development of a skills and employment system to help enable business growth and enhance the employment and progression prospects for individuals working and living in Norfolk and Suffolk.

Role of the Panel

The Skills Advisory Panels aim to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. This includes both immediate needs and challenges and looking at what is required to help local areas adapt to future labour market changes and to grasp future opportunities. This will help colleges, universities and other providers deliver the skills required by employers, now and in the future.

The Panel provides the collective leadership and a strategic steer for skills and employment activity across Norfolk and Suffolk to deliver on this objective.

The Skills Advisory Panel:

- provides a strategic steer for the LEP Board on the employment and skills agenda
- develops and supports key skills and employment interventions with clear focus areas to ensure post-16 educational outcomes meet business needs in the New Anglia LEP region
- lobbies to achieve required freedoms, flexibilities and resources and raise the profile of the New Anglia LEP region
- collaborates proactively to identify barriers and opportunities in delivering these key interventions
- galvanises the wider employer base to be involved in skills development
- provides analytical evidence, evaluation and subsequent coordination across the skills system in line with key strategies such as the Economic Strategy for Norfolk and Suffolk & Local Industrial Strategy

Operation

The Skills Advisory Panel is chaired by a member of the Panel representing the private sector.

The Skills Advisory Panel Chair is either a member of the LEP Board or reports directly to the LEP Board through attendance at Board meetings at least every 6 months where a formal report is given, subject to the ongoing focus of the LEP Board.

If a vote is required on any matter it will be decided on a simple majority with the Chair having the casting vote.

The Panel will determine the frequency and timing of meetings according to the programme of work required. It is anticipated that there will be 6 meetings each year.

Wherever possible the Skills Advisory Panel uses SMART targets to drive the delivery of key projects.

A separate 'Expectations' document lays out anticipated conduct of panel members. This is expected to be adhered to (see appendix).

Managing Conflicts of Interest

Members of the Panel will be asked to complete an annual declaration of their interests (based on a financial year) which will be held on record.

At the beginning of each meeting Members are also required to declare to the Chair any conflicts of interest specifically pertaining to the agenda items to be discussed.

Membership

The membership of the Skills Advisory Panel will be reviewed at a frequency of at least every three years and as agreed by the Panel itself. Each review will lead to Private and Voluntary Sector Skills Advisory Panel Members either being reappointed or relinquishing their membership of the Panel.

A member can only stand for a maximum of two terms (six years).

Relinquish of membership should take place in writing to the Skills Panel Chair for members other than the Chair. The Chair should write to the LEP Board Chair. A period of three months notice is expected by the members to allow a suitable hand over period.

The outgoing Chair is expected to brief the new Chair. They will also be supported by the Vice Chair when this position is filled.

At least half the Skills Advisory Panel members should represent the interests of private sector businesses. This includes members from a range of sectors and business types/sizes, and location.

It is expected that members attend meetings regularly. If members attendance drops below 50% in a 12 month period then the Panel Chair and LEP Skills Manager will consult with the member as to whether their continuation on the panel is appropriate. (This does not apply to the Post-16 Principals who attend on rotation as documented below).

Panel Chair – This representation will be an active member of the Private Sector in Norfolk and/or Suffolk. (Voting member)

Panel Vice Chair (optional) - This representation will be an active member of the Private Sector in Norfolk and/or Suffolk. (Voting member) The Vice Chair (or another panel member) will stand in for the Panel Chair when they are absent from Skills Advisory Panel meetings.

Private Sector - At least nine representatives drawn from across Suffolk and Norfolk and ensuring a spread of representation of our key sectors and varying sizes of employers. Members are selected through an open call for nominations and a process agreed by the

Panel. In addition, both the Chambers of Commerce and the Federation of Small Businesses are invited to nominate representatives. (Voting member)

Post 16 and Further Education – A maximum of 5 representatives are expected to attend each Panel meeting comprising of 4 Post-16 Principals and a representative for independent (private or VCS post-16 provider). Members are selected by the Norfolk and Suffolk Principals Group and the New Anglia Learning Providers Group respectively. (Voting members)

Higher Education – 1 representative. Nominated by the three HEIs within Norfolk and Suffolk. (Voting member)

Voluntary Sector – 1 representative who will convey the views of the sector in Norfolk and Suffolk plus equally relay information from the Skills Advisory Panel to the sector. (Voting member)

Local Authorities – 1 Councillor each from Suffolk and Norfolk County Council. Nominated by the respective authorities. (Voting members)

Enterprise Advisor Network Manager – 1 representation (Non-voting member)

Job Centre Plus – DWP District Manager. (Voting member)

Government Agencies – support for the Panel provided by Government departments such as the Education Skills Funding Agency and BEIS. (Non-voting member)

LEP – Skills Manager and Enterprise Advisor Manager. These are non-voting members.

Quorum – It is expected that at least 5 panel members from the private sector and voluntary sector membership should be present where votes are required.

Officer Support – support for the Panel is provided from the LEP Executive Team, Suffolk County Council and Norfolk County Council. Officers are non-voting members. No more than two representatives from each council are expected at each meeting unless by invitation.

Secretariat – this will be provided by the LEP with support from NCC/SCC where needed

Links to other skills groups – It is expected that members are likely to sit on task and finish groups set up to look at certain interest areas from that come out of discussions at the Skills Advisory Panels. In addition, there are other groups linked formally to the LEP or through invitation. Details of these are found on the LEP website.

The Chair's role is not necessarily filled by the existing Vice Chair at the end of their term.

Appendix

New Anglia Local Enterprise Partnership Skills Advisory Panel Member Agreement

The Skills Advisory Panel exists to support the growth of an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals. The Skills Advisory Panel aims to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges.

As a member of the Skills Advisory Panel I understand that I have a duty of care to always work in the best interests of the industry, sector or community of interest which I represent, a duty of loyalty to put the good of the region first and avoid any conflicts of interest and a duty to be faithful to the central goals of the panel and follow its governing arrangements.

Expectations of Members

In order to effectively fulfil my role as a Skills Advisory Panel member, I will endeavour to:

- fully prepare for, attend and participate in panel meetings, sub-group meetings and any related special events
- strive to keep abreast of all relevant trends, issues and skills policy developments to enable informed discussions at each meeting.
- represent a wide industry area or community of interests – not only my own individual interests.
- report back to the panel from any associated group or forum that I am linked or assigned to
- provide accurate information in a *declaration of interests* form and abstain from any decision in which I may have a conflict of interest.
- fully engage in panel discussions and, where relevant to my specialism, volunteer to take a lead for the panel on certain areas of work.
- take collective responsibility for decisions made by the Skills Advisory Panel.
- represent the Panel in a positive and supportive manner at all times
- work collaboratively with staff and other panel members as partners towards the achievement of our goals.

- strictly maintain the confidentiality of all privileged or sensitive information provided to me to safeguard the reputation and integrity of the Panel, as well as the privacy rights of individuals connected to the Panel.

If I do not or am unable to fulfil these commitments, I understand that this may trigger a discussion with the Panel Chair to determine my suitability for continuing as a Skills Advisory Panel member.

Expectations of Panel Support

In turn I expect the Skills Advisory Panel secretariat and supporting officers (provided by the LEP Executive Team with support from Norfolk and Suffolk County Councils) to:

- provide an induction meeting to all panel members that request one
- provide agendas, papers and reports that provide members with an understanding of the performance of the skills and employment system in Norfolk and Suffolk and the strategic objectives of the panel
- regular policy updates between skills advisory panel meetings
- respond to panel requests
- update a simple dataset of key skills indicators on a regular basis
- circulate LEP related skills and employment news before it is published
- highlight opportunities to develop solutions (funding pots etc.)
- provide a clear forward plan for skills advisory panel meetings
- work with me in good faith towards achievement of our goals

If the support provided does not fulfil these expectations, I can call on the Panel Chair to discuss the suitability of the level of support provided.

I certify by my signature that I understand the expectations outlined above and that I will do my best to fulfil them as a member of the Skills Advisory Panel.

Name

Signature

Date

Author: Chris Starkie

Summary

This report provides an overview of LEP team activities since the September 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

A number of projects within the Capital Growth Programme have, or are nearing, completion. The Bacton to Walcott sand-scaping which is designed to protect local homes and businesses as well as the Bacton Gas Terminal complex was completed in late September (£1.08m award). The new roundabout at Hempnall is now in use by traffic on the A140 (£0.651m award), and both the STEM Innovation Campus at West Suffolk College (£7m award) and the Energy Skills & Engineering Centre at East Coast College (£10m award) are now open.

The grant agreement with the Environment Agency to enable the drawdown of approved grant for the refurbishment of flood defences in Great Yarmouth is now in place, and work is well underway, although the bulk of our £8.2m grant award will not be employed until 2020.

Grant Agreements with City College Norwich (£6.098m), the University of East Anglia (£4.461m), Suffolk New College (£1.6m) and University of Suffolk (£6.497m) have been completed, with either final preparations or works already underway. All new facilities are expected to be completed for use during the 2020-21 Academic Year.

There has been a short delay to work on the power upgrade for the Snetterton Employment Area (£2.65m award) following a proposed 30% cost increase from UK Power Network. This has been negotiated down and will be met through contingency funds and a small additional contribution from the Local Authority. All planning approvals are in place and site lease agreed, so delivery should begin shortly.

The Anglia Programme Board, chaired by the DfT, has agreed funding and dedicated resources for Network Rail to start its review of the Ely Area Rail Capacity Enhancement programme initiated by an affordability challenge from the previous Transport Secretary and Rail Minister. This has introduced significant delay to the development work partly funded by New Anglia (£3.3m award). This review is intended to look at short term improvements costing no more than £200m, although its findings are planned to be integrated with a revised Strategic Outline Business Case for a single investment decision for continued development early next year.

Growth Programme

Despite a reduction in the approval and payments of the Small Grant Scheme over the summer, we are now seeing an increase in the number and value of projects, with just under £90,000 of

projects in the pipeline. The rate of project payments has also seen a slight increase and we anticipate that we will remain ahead of our cumulative spend profile, by at least £500,000.

The application guidance, paperwork and processes for the Innovation, Research and Development Grant Scheme has now been finalised and sent to MHCLG for their approval. We still anticipate that the scheme will start in December 2019, and we have over thirty projects in the pipeline, that we will start to run through the application process in November. This scheme will complement the small grants scheme by providing grants to businesses investing in innovation, research and development.

Growing Business Fund

The performance of the Growing Business Fund continues to reflect the current uncertainty in the business community. However, as with the Small Grant Scheme, we are seeing a slight increase in the number and value of pipeline applications, with fourteen potential projects of just over £1.3m under development. A number of these projects are in the region of £200,000 which we haven't seen for a number of months and represent a significant change in the value of applications coming forward. These applications are also linked to other LEP projects such as moving onto Enterprise Zones.

UEA Enterprise Fund - £250,000 LEP investment

The Service Level Agreement between New Anglia LEP and the UEA has been sent for approval. A drinks reception to re-launch/celebrate the UEA Enterprise Fund will take place in London on 6th November 2019. Representation on the decision panel will comprise one LEP Board member, either Dominic Keen or Clare Cullens and Chris Starkie from the LEP Executive.

Growing Places Fund

The GPF was strongly promoted to potential developers and investors at this years MIPIM Property Show in London in mid-October. Attendance at this event in recent years has assisted in building good partnerships and in profiling the investments made through the GPF

LEP Innovative Projects Fund

2018 Call of the Innovative Projects Fund - £500,000.

- 5 projects under this call will be submitting their first or second claims for funding and respective monitoring reports imminently.
- To date £6,580 has been claimed. Whilst this is behind schedule, there will be catch up in later claims.

2019 Call of the Innovative Projects Fund (Norfolk & Suffolk) - £1.5million.

- The 2019 Call of the Innovative Projects Fund was launched on Monday 7th October.
- 24 enquiries have been received to date.
- Information relating to the call has been shared through local media, with Local Authorities, the New Anglia Growth Hub and Social Media platforms.
- The guidance document is available via the New Anglia LEP Website.

Eastern Agri tech Initiative

A delivery contract with Cambridge and Peterborough Combined Authority CPCA has now been agreed and signed, on the understanding that we are funding the continuation of the Initiative

with £1m for applications in the New Anglia region. CPCA are matching this with £4m for their area and the project will be marketed and managed by CPCA. A regular operational delivery meeting including CPCA and New Anglia has been introduced and the next panel meeting is October 2019 to consider applications for funding. A marketing campaign will promote the funding.

Ipswich Vision

The Ipswich Vision Board has now reorganised its delivery by the formation of an Operations Group to support the strategic Board. This group is chaired by Chris Starkie and will enable a stronger focus around the delivery of a number of priority projects for the town to support regeneration, transport improvements, inward investment and the visitor economy.

ORE Catapult

The Offshore Renewable Energy (ORE) Catapult post of Regional Innovation Manager has been readvertised and once a successful candidate has been recruited they will be based in Orbis Energy in Lowestoft and will work closely with partners and across the offshore energy supply cluster.

2) Strategy

Norfolk and Suffolk Local Industrial Strategy

The Local Industrial Strategy was submitted to government on 15th October following the changes made requested by the LEP Board at the September Board meeting. It has been confirmed that the Norfolk and Suffolk LIS has been chosen to be one of two that is reviewed at the LIS Implementation Board on 5th November. This means the government sign off process has started, and all departments will now review and make comments. Ours has been chosen to proceed from 6 that are at the same stage. However, we are still waiting for confirmation on the process going forward. Either way the Norfolk and Suffolk profile is being raised within Whitehall which is great progress.

Offshore Wind Sector Deal

The Offshore Wind Growth Partnership launched its first funding calls on 7th October with up to £400,000 grant funding available for offshore wind supply chain improvement projects.

Agenda Item 14 – Chief Executive’s Report

Nuclear Sector Deal

The strategic case and nuclear places elements have been submitted to BEIS. The partners behind this bid are now waiting on feedback from government officials building towards a final submission with firm support from across industry and government.

Norfolk and Suffolk All Energy Industry Council

The second meeting of the All Energy Industry Council met earlier in the month in Great Yarmouth. The council is one of three developed by the LEP to support the implementation of the Local Industrial Strategy and brings together key partners from the public, private and education sectors.

A large part of the meeting was devoted to a workshop where council members were invited to consider their priorities and areas of focus for the council, as well as opportunities for collaboration and delivery. The council is run by EEEGR on behalf of the LEP.

LEP Programme of Evaluation

The LEP Executive is in the process of developing a LEP-wide programme of evaluation. Whilst recognising that there are pockets of good practice happening on evaluation within the LEP, the purpose of this programme is to enable a consistent and joined up approach to evaluation, ensuring that evaluation outcomes are fed back into future strategy development. The evaluation programme brings together all the LEP’s programmes and projects and provides the LEP Executive with a clear understanding of what will be evaluated, when evaluation will take place and who is responsible for leading the evaluation.

Skills

Apprenticeship Levy Transfer

The launch of our new apprenticeship levy transfer pool took place at the Suffolk Skills and Careers Festival on October 16th at Trinity Park.

We have recruited an Apprenticeship Levy Sharing Coordinator who will start at the beginning of December.

This role will work with partners to identify businesses which want to take part in levy sharing and will match them with one another and potential apprenticeship providers.

We are in regular contact with the Education and Skills Funding Agency Key Account Manager for our region and he has advised us on what approach we should take. He will support us with raising the profile and supporting the stakeholders involved.

We have also had some other conversations with levy payers and non-levy payers who are keen to engage.

Suffolk Skills and Careers Festival

The LEP had two stands at this event showcasing careers in the region supported by the Enterprise Adviser Team and the AgriFood sector plus wider supply chain and linked sectors. Over 4000 young people were in attendance and supported the Festival team to ensure they have a good range of employers.

A planning meeting for the next Norfolk event has taken place later and further ones planned. Hannah Colledge, one of the LEP’s Enterprise Coordinators is also supporting them with their SEND offer to the festival as everyone is keen to support this group appropriately.

Sizewell C

EDF hosted a meeting for college and university principals/senior leaders plus interested stakeholders. They updated us on their plans for the site, the skills required, employment

projections and options to recruit in our area for the current Hinkley build. The build will offer major opportunities to the area and they are keen to provide a legacy to all residents.

Transport

Transport East – 21 October

The Transport East meeting scheduled for 11 September was rescheduled for 21 October, with Dominic Keen representing the LEP. The Board will consider the developing role of the Body including its Transport Strategy. It will also consider a carbon inquiry and how to improve engagement moving forward. The Sub-National Transport Body will be present the Highways UK conference on the 6 and 7 November. Transport East's annual summit is due to take place on 11 December.

LEP Transport Board – 19 November

The next LEP Transport Board will take place on 19 November and will focus on the Connecting the East, Accessing the World theme of the Integrated Transport Strategy.

A47 Alliance – 27 September

The last meeting of the A47 Alliance took place on 27 September. The Alliance remain concerned regarding the delivery timescales of Highways England's committed Roads Investment Strategy schemes: North Tuddenham to Easton dualling, Thickthorn junction, Blofield to Burlingham dualling and Great Yarmouth junctions.

Transforming Cities – 16 October

The LEP is a member of the Transforming Cities Joint Committee for Norwich, represented by Pete Joyner. Norwich is one of 12 cities bidding for £1.2bn to transform transport to boost modal shift and social inclusion. The committee on 16 October considered the programme being put forward to DfT for considerations. Norwich has also been invited to bid for Future Mobility Zone funding.

Ely Taskforce – 20 September

The LEP attended the latest meeting of the Ely Taskforce which discussed how we might deliver the scheme using a programme approach. A fuller update will be provided at November's board meeting.

Great Eastern Mainline (GEML) Taskforce

Work on the evidence refresh for the Great Eastern Main Line is continuing. The project board considered the first draft of a technical web-tag compliant Strategic Outline Business Case at its meeting on 9th October. The business case has passed its first hurdle – the Anglia Programme Board, chaired by the DfT, approved the request for the business case to enter into the Rail Network Enhancement Process at its meeting on 7th October.

The next key governance milestone is approval from the Definition Board to enable Network Rail to carry out additional work on the rail enhancements, including prioritisation, timetabling and costs, for inclusion in the business case. It is expected that the business case will be finalised in the Spring. It will then be subject to Network Rail and Government's assurance processes before returning to the Anglia Programme Board for approval.

The refresh of the wider economic benefits study (originally published in 2014) is well underway, and the first draft of the Study is expected towards the end of October for review by the Project Board. The final version will be incorporated into the business case.

Following Priti Patel MP's promotion to Home Secretary, she has taken the decision to stand down as chair of the Taskforce, although she is continuing to take an active interest. A new chair will be announced as soon as this has been agreed.

East-West Rail Consortium – 28 October

The last East-West Rail Consortium meeting took place on 17 September. On 28 October the Eastern section Board will consider how to better promote necessary improvements on the line between Ipswich and Cambridge and Norwich and Cambridge,

Maritime Cluster Development Lunch – 24 October

The LEP is working with Maritime UK to explore the possibility of a Norfolk and Suffolk maritime cluster. An initial meeting was held in Great Yarmouth on 24 October

Wider infrastructure

Greater South East Energy Hub – 18 October

The latest meeting of the Hub was held on 18 October. The agenda covered grid constraints plus other potential uses for its consultancy budget. It also considered a wider session involving local representatives due to take place on 29 November.

Integrated investment in flooding – 27 November

As a result of a meeting with the Rt Hon Therese Coffey which Doug Field attended, Coastal Partnerships East is holding a session in last November to consider how to consider how we might integrated flooding investment in the longer term

European Structural Investment Funds (ESIF)

ERDF. The remaining Calls under the New Anglia allocation of the ERDF programme closed on 30th September. There is £2.3m available for business support projects and £6.9m for innovation projects. There were a number of applications under these Calls, several of them supported through project development by the LEP team. Applications will be reviewed by the ESIF Programme Committee on 11 November, for local strategic fit and value for money. We are developing ideas for the National Reserve Calls which will open in late 2019 or early next year.

ESF. A new £2m Sector Skills Development Call was launched on 12 September, and is expected to be fully subscribed with a number of projects in development. The LEP team is supporting applicants to develop their projects, and working with colleagues in Norfolk and Suffolk County Councils to try to ensure that projects support our key sectors. A Call for £800,000 for projects which engage SMEs more effectively with careers activity in local schools

will be launched at the end of October and we are exploring the potential for accessing this funding.

EAFRD. A National Reserve Fund of around £30m will be made available this autumn, for rural projects under food processing, business development and tourism themes.

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.

LEP Network

Doug Field and Chris Starkie have continued to engage proactively with the LEP Network. Doug participated in a session for LEP chairs looking at the future shape and role of the network.

Mark Livesey, deputy CEO from Cheshire and Warrington LEP has now been appointed director of the network, following the departure of the previous director. Mark Bretton, chair of Herts LEP has taken over as chair of the LEP Network management board.

LEPs are being encouraged to form regional groupings, with New Anglia LEP partnered with LEPs in the Oxford to Cambs Arc. These are Greater Cambridge Greater Peterborough Business Board, Bucks LEP, Oxfordshire LEP and South East Midlands LEP.

Place Branding Update

A full update on our place branding work is included as Item 7.

MIPIM UK 2019 – 14-15 October 2019 – Update

A range of commercial development opportunities was promoted at MIPIM UK launched under the new Norfolk & Suffolk Unlimited branding. New Anglia LEP along with partners attended the 2-day event at Old Billingsgate in London and attracted a range of enquiries which are recorded on a Smartsheet system and are actively followed up. Our exhibition pod showcased six key sites being promoted which were Nar Ouse Enterprise Zone (King's Lynn), Snetterton Heath (Breckland), Norwich Research Park (South Norfolk/Norwich), North Quay/Conge (Great Yarmouth), Hornbill Business Park Enterprise Zone site (Beccles) and Western Way (Bury St Edmunds).

The event also involved the LEP hosting a business brunch which attracted 45 attendees interested in hearing more about Norfolk and Suffolk and in particular the investment potential of Norwich and Ipswich which are forecast to be in the UK's top 10 growth locations. Doug Field provided an introduction to the area and presented the new brand campaign. George Dickens,

Development Director of Chancerygate, one of the UK's largest developers, presented their new developments planned for Futura Park Enterprise Zone site in Ipswich and Diamond Point in Norwich and gave a developers perspective on the opportunities in Norfolk and Suffolk.

Leads from the event are now being compiled onto Smartsheet to be allocated to our local authority colleagues for follow-up.

Offshore wind investment boost for Lowestoft

ScottishPower Renewables has opened a flagship Operations and Maintenance (O&M) building on the outer harbour in Lowestoft to service the East Anglia ONE offshore wind farm. The new O&M base is part of a £25 million investment made by the company into the Port of Lowestoft and will support the day to day operations and maintenance providing jobs for up to 100 full time employees for the 30-year lifespan of the wind farm.

The new base was officially launched on 18th October by Peter Aldous MP and Charlie Jordan, Renewables Project Director for East Anglia ONE. The event was well attended by senior delegates from industry and Government including representatives from New Anglia LEP, Local Authorities and EEEGR.

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.

12 November - East Coast College Skills Centre official launch
22 November - Offshore Wind Week conference Orbis Energy – Chris Starkie speaking
4 and 5 December - Norfolk & Suffolk Unlimited ambassador breakfasts
6 December - West Suffolk College STEM centre official launch
20 December - Innovative Projects Fund call closes
13-16 January 2020 - Horecava in Amsterdam
Q4 (early 2020) - launch of LEP's Growth Through Innovation fund (name TBC)
3-7 February 2020 - National Apprenticeship Week
13 February 2020 - Norfolk Farming Conference – Doug Field speaking
3 March 2020 - Innovation stakeholders dinner
4 March 2020 - Innovation stakeholders conference
April 2020 - Announcement of successful Innovative Projects Fund schemes
July 2020 - expected completion of building work on new CEFAS headquarters

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 core finances.

Mid-Year Review

The LEP Review recommended that Government should strengthen its assurance process by introducing a mid-year review of LEPs. Our meeting was held on the 19th September and we have received the notes from that discussion. This review was not scored.

We are now working on the requirements for the Annual Performance Review, which will be scored.

In addition to these performance reviews we are in discussion about a process of Peer Review, to enable the sharing of best practice.

Finance

Management accounts for the first six months to 30 September 2019 can be viewed under agenda item 16. As previously agreed, these reflect the LEP's consolidated position and include both core and programmes.

The LEP's annual financial statements were adopted at the September annual general meeting and have now been filed at Companies House. They are also published on our website.

Recommendation

The board is asked to note the contents of the report

Appendix A

Communications & Engagement September 2019

This dashboard sets out the outcomes and impact of communication during September 2019 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

	Sept 2018	Aug 2019	Sept 2019
New Anglia LEP			
Number of Twitter followers	7,192	7,923	7,967
Number of clicked links per month	N/A	157	164
Average Twitter engagements per day (likes, retweets etc.)	36.6	28.8	36.5
Number of impressions (number of times users saw our tweet)	80.7K	79.1K	80.4K
Number of LinkedIn followers	420	1,004	1,118
E-newsletter: open rate	33.98%	38.66%	46.45%
E-newsletter: click-through rate	27.27%	28.5%	18.63%
Norfolk & Suffolk Unlimited			
Number of Twitter followers	N/A	N/A	152
Number of clicks per month	N/A	N/A	49
Average Twitter engagements per day (likes, retweets etc.)	N/A	N/A	24.9
Number of impressions (number of times users saw our tweet)	N/A	N/A	41.5K
Number of LinkedIn followers	N/A	N/A	267

Earned media – coverage achieved through third-party outlets

	Sept 2018	Sept 2019
Coverage of our press releases in target media list (EDP, EADT, Lynn News, Ipswich Star, Bury Free Press, BBC, ITV)	100%	100%

<p>Top Tweet – New Anglia LEP</p> <p>TWEET HIGHLIGHTS</p> <p>Top Tweet earned 5,642 impressions</p> <p>We've updated our Brexit business advice website page - new leaflets from Government about importing, exporting, EORI mythbuster and a trader checklist newanglia.co.uk/brexit/</p> <p>🔄 4 ❤️ 4</p>	<p>Our top tweet signposted people to our latest Brexit business advice, including new Government leaflets about importing, exporting and other issues.</p> <p>This earned 5,670 impressions, including 13 engagements.</p>
<p>Top Tweet – Norfolk & Suffolk Unlimited</p> <p>Sep 2019 • 30 days</p> <hr/> <p>TWEET HIGHLIGHTS</p> <p>Top Tweet earned 3,699 impressions</p> <p>It's here - Norfolk and Suffolk Unlimited - a brand that will take the region's world-class business offer to the world! #norfolk #suffolk #place #brand #enterprise #investment #business</p> <p>youtube.com/watch?v=s7d2tj...</p> <p>🔄 14 ❤️ 22</p> <p>View Tweet activity View all Tweet activity</p>	<p>On September 25, we launched Norfolk & Suffolk Unlimited – a new place brand for the region. This has its own website (www.norfolksuffolkunlimited.co.uk) and Twitter and LinkedIn accounts.</p> <p>Our tweet unveiling the brand and campaign earned 3,699 impressions.</p>

Media coverage – New Anglia LEP

Ipswich students secure dreams jobs through Enterprise Advisor Network

PUBLISHED: 14:45 13 September 2019 | UPDATED: 14:45 13 September 2019 | James Carr



James Potter, Liam Swann, Emma West, Simon Girling, Glen Todd.
Photo:Paul Nixon

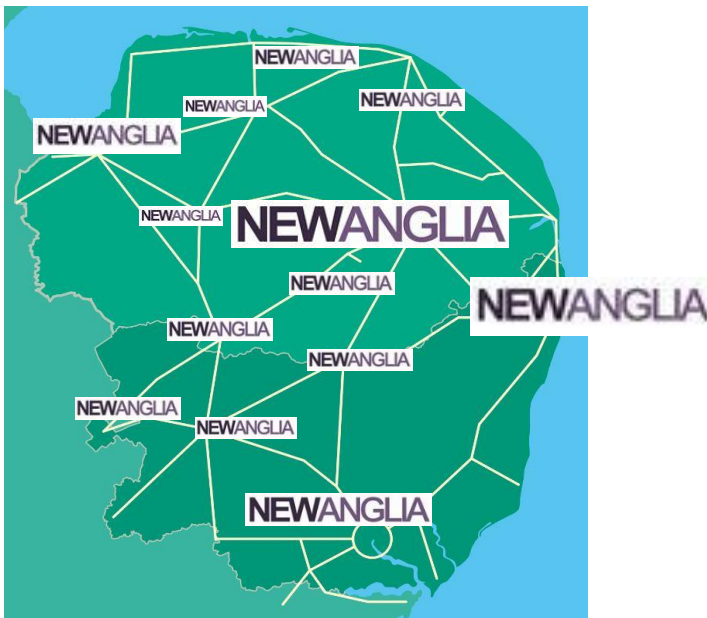
A success story for our Enterprise Adviser Network was picked up by the Ipswich Star. Two former students from One Sixth Form College in Ipswich landed dream jobs after taking part in one of its mentoring schemes.

The unveiling of our new place brand Norfolk & Suffolk Unlimited was covered by the EDP and EADT.

BBC News Online reported the re-opening of Great Yarmouth's Venetian Waterways, which was part funded by the LEP. The story was also covered by the Daily Mail Online, EDP and Great Yarmouth Mercury.

Plans by Chinese company Wolong LDG to increase manufacturing output at its Lawrence Scott factory in Norwich attracted coverage on the China Daily website.

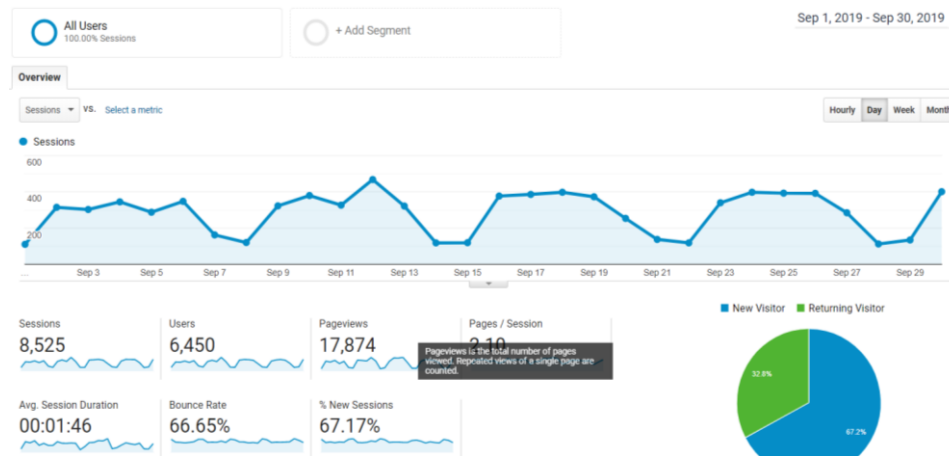
Public engagements



The LEP was represented at more than 40 events around and outside the region during September.

This included the launch of new trains between Norwich and Great Yarmouth, a roundtable with Kwasi Kwarteng MP in Lowestoft, a Howes Percival landowner seminar in Norwich and a logistics supply chain event in Ipswich.

Google Analytics – New Anglia LEP website



In September, the LEP website had 17,874 page views (up 3,266 on the previous month), with the top pages being careers, our team and small grants scheme.

People spent an average of 1 minute 46 seconds on the site (up seven seconds).

Of those visiting our site, 67.2% were new visitors (down 1.2%) and 32.8% were returning (up 1.7%).

New Anglia Local Enterprise Partnership Board
Wednesday 30th October 2019

Agenda Item 15

October Programme Performance Reports

Author: Programme leads

Presenter: Rosanne Wijnberg

Summary

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

- Business Growth Programme: Jason Middleton
- Agritech: Julie West

Recommendation

The board is asked to:

- Note the PPR reports

Business Growth Programme Performance Report - August 2019								
Programme Overview - What is the Business Growth Programme?								
<p>The New Anglia Business Growth Programme is the LEP’s flagship business support programme and comprises three main elements:</p> <ul style="list-style-type: none">• New Anglia Growth Hub (GH), offering free and impartial advice to individuals and businesses as well as signposting them to a range of additional support.• New Anglia Small Grant Scheme (SGS), providing grants between £1,000 and £25,000 to SMEs to enable growth, increased productivity and job creation.• Start-up and Early Stage Support Programme, providing specialist support to help people set up a successful new business – delivered by partners NWES and Menta. <p>The Programme was developed following a review of business support in 2013, overseen by the LEP Board.</p> <p>Programme years run from September to August, however, the data is presented as the financial year, April to March.</p> <p>All elements of the Programme were built into the Norfolk and Suffolk Economic Plan, with funding for the current programme coming from BEIS and ERDF funding.</p>								
What is the overall Programme Status?								
Finance	Green	On track to meet the spend profile for the period to the end of August 2021.						
Outputs	Green	On track to meet its outputs for the period to the end of August 2021.						
Delivery	Green	The Programme is performing well in terms of delivery with new activity for the next three years being finalised.						
What are our key updates?								
<ul style="list-style-type: none">• The Programme has committed sufficient SGS applications to enable us to draw down all the private sector match funding needed until the end of February 2021• The Programme is placing a greater emphasis on targeting SMEs with High Growth potential, providing 'bespoke' support to unlock economic growth more effectively.• We’ve submitted a £1.1m Application to MHCLG to extend the GH (incl. employing two more Business Advisers) & SGS for another three months (to end of Nov'21).								
What is our financial position?								
Financials (£ million)								
Year	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/22	Total
Profile Spend	£0.306	£1.301	£3.442	£6.941	£5.925	£5.850	£2.019	£25.784
Actual Spend	£0.306	£1.301	£3.442	£7.671	£1.961			£14.681
Remaining Spend	£0.000	£0.000	£0.000	-£0.730	£3.964	£5.850	£2.019	£11.103
<div><div>2019/2020 Expenditure Profile (£5.925 million)</div><div><div><div>Forecast and Actual Spend £ Millions</div><div><div></div><div></div><div></div><div></div></div><div><div>Q1-19/20</div><div>Q2-19/20</div><div>Q3-19/20</div><div>Q4-19/20</div></div><div><div>Quarterly Forecast</div><div>£1.449</div><div>£1.493</div><div>£1.790</div><div>£1.193</div></div><div><div>Quarterly Spend</div><div>£1.961</div><div>£0.000</div><div>£0.000</div><div>£0.000</div></div><div><div>Variance</div><div>-£0.512</div><div>£1.493</div><div>£1.790</div><div>£1.193</div></div></div></div></div>								
What is our contribution to the Economic Strategy?								
Outputs - Cumulative from September 2015 to August 2021		Target	Claimed to end of August 2019	Monthly Change	Notes			
Number of approved grants		330	324	6	On track to meet target			
Businesses receiving ‘in-depth’ support - more than 12 hours		1,108	572	27	On track to meet target			
Businesses start-ups supported		1,350	875	31	On track to meet target			
Value of grants received by businesses		£3.22m	£1.92m	£0.055m	On track to meet target			
Private investment provided by businesses		£12.89m	£8.18m	£0.186m	On track to meet target			
Employment increase in supported businesses		1,560	975	36	On track to meet target			
Businesses introducing new products		53	54	1	Target exceeded			
Businesses receiving Information/Diagnostic/Brokerage		4,236	2,566	50	On track to meet target			
What is the project status?								
Overall:	Green →							
Growth Hub	Green →	The Growth Hub is delivering well and making good progress with regards to its targets						
Small Grant Scheme	Green →	The Scheme is awarding grants ahead of its profile and is currently three months ahead of its claim profile						
Start-Up (Nwes)	Green →	Nwes are meeting their targets and we continue to work with Nwes and other partners to mitigate against wider Nwes risks.						
Start-Up (Menta)	Green →	Menta are performing above their agreed target and we are working with them to develop their delivery capacity						
What are the next steps?								
<ul style="list-style-type: none">• The 'Scale-Up New Anglia' Programme is now leading to an increased focus in on SMEs , with the fourth Scale Up event held on the 8th October• Proactive marketing is leading to a greater level of engagement with businesses, with support provided through the Scale Up and Compliance Partnership websites.• We continue to hold monthly meeting with Nwes to mitigate against the risks and to ensure that the programmes performance and financial profile remain on track.• Working with partners, we are seeking additional funding for the continuation of the Programme until November 2021.• We are currently on Q2 2019 claim which covers the period July to Sep 2019. The claim data will be confirmed in the next report.								

Eastern Agri-Tech Initiative Performance Report - August 2019

Programme Overview - What is the Eastern Agri tech Initiative?

Launched in April 2013, as a partnership between CPCA and New Anglia: initially £3.2m fund with a further £2.5m to support technology advances in food, drink and agriculture.

An R & D grant of 50% up to maximum of £60,000, and a growth grant at 25% up to £150,000, to support SMEs. The fund is managed by CPCA on behalf of New Anglia LEP.

Between April 2019 to March 2021, we have allocated £1m of Growth Deal funding towards the Initiative, with CPCA dedicating £4m for their area.

The fund is accessed through the New Anglia Growth Hub and the Project Manager based at CPCA; due diligence is currently subject to procurement.

What is the overall Programme Status?

Finance	Green	We currently have £419,701 worth of commitments for approved projects and £57k management costs.
Outputs	Amber	Based on applications approved, the fund will require a major marketing campaign to promote.
Delivery	Amber	We currently only have six pipeline projects within our area.

What are our key updates?

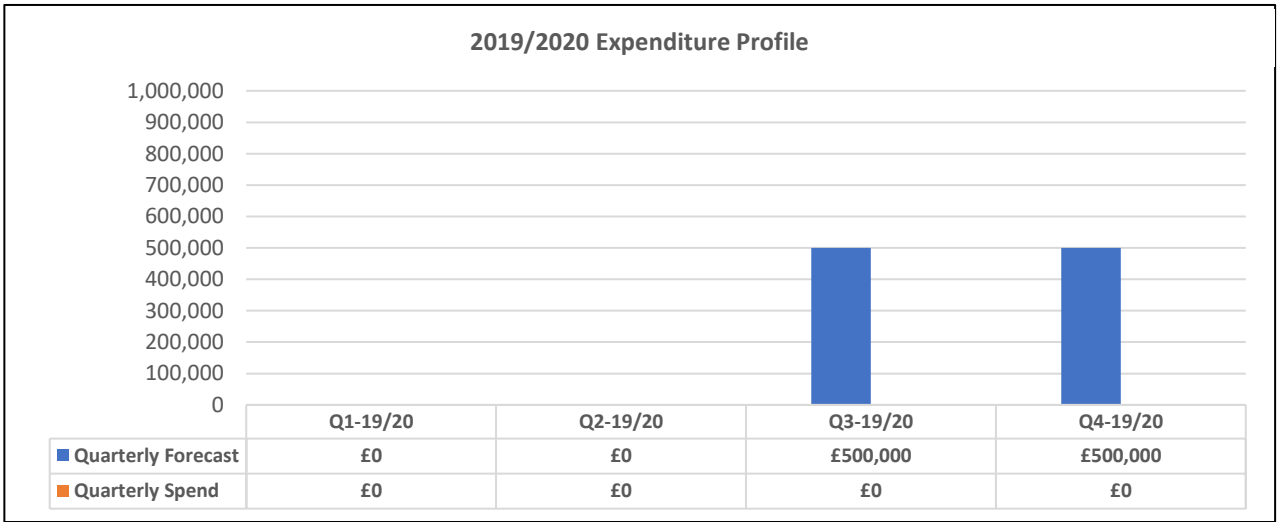
We are working with partners to increase the pipeline of applications coming forward for support.

CPCA has revised the operational terms of the initiative to elect a new chairman and reinstated review meetings and formalised project management information provided.

What is our financial position?

Financials (£ million)

Year	2019/2020	Total
Profile Spend	£1,000,000	£1,000,000
Actual Spend	£0	£0
Remaining Spend	£1,000,000	£1,000,000



What is our contribution to the Economic Strategy?

Outputs April 2019 to March 2021	Target	Actual to end of August 2019	Change since last Report	Shortfall	Notes
Value of grants approved R&D	£705,000	£350,107	£350,107	£354,893	Marketing campaign required
Value of Private sector match	£705,000	£350,107	£350,107	£354,893	At 50% intervention rate
Value of Growth Grant	£235,000	£241,381	£241,381	-£6,381	Exceeded target due to large projects approved
Value of private sector match approved	£705,000	£724,143	£724,143	-£19,143	At 25% intervention rate
Number of New Jobs to be Created	25	9	9	16	Mainly created by the Growth grant
Value of grants claimed	£940,000	£419,701	£419,701	£520,299	There are seven project claims outstanding
Private sector match funding drawn down	£1,410,000	£1,074,250	£1,074,250	£335,750	
Number of New Jobs Created	25	9	9	16	

What is the project status?

Contract with CPCA to be signed in September and meetings continue to agree joint marketing, monitoring and operational issues.

50% of the fund is in hand to be paid Oct 19 and second 50% expected by year end. Management costs to deliver the project agreed at £57k leaving £942,122 for grants

What are the next steps?

Revision to guidance and governance is being undertaken, with more robust contract management requested by New Anglia LEP.

To develop a joint regional marketing campaign with CPCA to promote the initiative widely especially across Norfolk and Suffolk.

To develop a number of up to date case studies to promote the initiative.

New Anglia LEP Board Forward Plan – 2019

Date	Venue	Forward Looking	Governance & Delivery
30 th January	The Innovation Centre, University of Suffolk	<ul style="list-style-type: none"> • Aims and Objectives for the Year • Place Branding update • Brexit 	<ul style="list-style-type: none"> • Election of deputy chair • New Anglia LEP Diversity Champion • Amendments to Committee Terms of Reference • Growth Programme, EZ Performance Reports, NAC Bi-Annual Report • Remuneration Committee Update
27 th February	The Ideas Factory, Norwich University of the Arts	<ul style="list-style-type: none"> • Place Branding in Norfolk & Suffolk presentation • Local Industrial Strategy • All Energy Industry Council 	<ul style="list-style-type: none"> • Private Sector Board Appointments • Economic and Programme Dashboards • Growth Deal Performance Report
27 th March	Birketts Solicitors, Ipswich		<ul style="list-style-type: none"> • Delivery Plan • 2019/2020 Budget • ESIF strategy amendments • Capital Growth Programme Call • LEP Local Assurance Framework / Amendments to Articles of Association • Enterprise Zones and Agritech Performance Reports
April			No Board Meeting
23 rd May	King's Lynn Town Hall	<ul style="list-style-type: none"> • Growth Hub 	<ul style="list-style-type: none"> • Growth Programme and Growth Deal Performance Reports • Economic and Programme Dashboards • EZ Norwich Research Park Proposal • Capital Budget 19/20 • South East Energy Hub
25 th June	University of Suffolk, Ipswich, Suffolk	<ul style="list-style-type: none"> • LEP Programme Beneficiaries • Enterprise Advisor Network 	<ul style="list-style-type: none"> • GE Update Report • MIPIM Update and Proposal for 2019 • Agritech, Enterprise Zones and EAN Performance Reports • Innovation Board Chair Appointment • LEP Operating and HR Policy Updates
23 rd July	Norwich Castle, Norfolk	<ul style="list-style-type: none"> • Climate Change Adaptation and Carbon Reduction Strategy • Skills Board Update 	<ul style="list-style-type: none"> • Apprenticeships Virtual Levy Share Pool • Growing Business Fund Large Company Scheme • Growth Programme Performance Report / NAC Bi-Annual Report • Finance Report including Accounts
August			No Board Meeting
25 th September	Kesgrave Hall, Suffolk	<ul style="list-style-type: none"> • Enterprise Zone Update 	<ul style="list-style-type: none"> • Local Industrial Strategy Sign-Off • Apprenticeships Virtual Levy Share Pool • Voluntary and Community Sector • Enterprise Zones, Growth Deal Performance Reports, Dashboards • Innovative Projects Fund • Working Agreement with CCGP
25 th September	Kesgrave Hall, Suffolk	New Anglia LEP AGM	
30 th October	Norfolk	<ul style="list-style-type: none"> • Cambridge – Norwich Tech Corridor Update 	<ul style="list-style-type: none"> • Housing Update • Growth Programme and Agritech Performance Reports • Quarterly Finance Report • The Role of the Chair / Chair job description • Equality and Diversity action plan • Skills Advisory Panel Board Chair Appointment • Norfolk & Suffolk Unlimited Next Steps • GBF Large Company Applications
27 th November	Adastral Park, Suffolk	<ul style="list-style-type: none"> • Infrastructure 	<ul style="list-style-type: none"> • Economic and Programme Dashboards • Growth Deal Performance Report

Standing Items

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

Items to be Scheduled - 2020

- CO2 Action Plan
- Industry Councils
- LEP Beneficiaries
- Tourism Action Plan
- EAN Update and future
- Innovation
- CNTC
- GDF / GBF / GPF update
- Economic Strategy Update