

**New Anglia Local Enterprise Partnership Board Meeting**

**Wednesday 19<sup>th</sup> September 2018**

10.00am to 12.30pm

The Bleriot Room, The Aviation Academy, Anson Road, Norwich, NR6 6ED

**Agenda**

<b>No.</b>	<b>Item</b>	<b>Duration</b>
1.	Welcome	20 mins
2.	Apologies	
3.	Declarations of Interest	
4.	Actions / Minutes from the last meeting	
<b>Forward Looking</b>		<b>45 mins</b>
5.	Place Brand Development for Norfolk and Suffolk	Update
6.	Economic Strategy Delivery Plan	For Approval
7.	Local Industrial Strategy	For Approval
<b>Governance and Delivery</b>		<b>15 mins</b>
8.	LEP Review	For Approval
<b>Break</b>		<b>10 mins</b>
<b>Governance and Delivery</b>		<b>60 mins</b>
9.	Chief Executive's Report	Update
10.	Programme Performance Reporting	For Approval
11.	September Programme Performance Reports	Update & For Approval
12.	Finance Report <b>including Confidential Appendices</b>	Update
13.	Board Forward Plan	For Approval
14.	Any Other Business	

Next Meeting: 10.00am – 12.30pm, 18<sup>th</sup> October 2018

Venue: Sizewell B Visitor Centre, Leiston, Suffolk. IP16 4UR



## New Anglia Board Meeting Minutes (Unconfirmed) 20<sup>th</sup> June 2018

### Present:

Doug Field (DF)	East of England Coop
John Griffiths (JG)	St Edmundsbury Borough Council
Matthew Hicks (MH)	Suffolk County Council
Steve Oliver (SO)	MLM Group
Andrew Proctor (AP)	Norfolk County Council
William Nunn (WN)	Breckland District Council
David Richardson (DR)	UEA
Alan Waters (AW)	Norwich City Council
Jeanette Wheeler (JW)	Birketts
Lindsey Rix (LR)	Aviva

### In Attendance:

Corrienne Peasgood (CP)	Norwich City College (For Nikos Savvas)
Warren Ralls (RaW)	LEP Network (Guest)
Vince Muspratt (VM)	Norfolk County Council
Sue Roper (SuR)	Suffolk County Council
Shan Lloyd (SL)	BEIS
Paul Winter (PW)	Skills Board (For Item 9)
Chris Dashper (CD)	New Anglia LEP (For Item 12)
Hayley Mace (HM)	New Anglia LEP (For Item 7)
Julian Munson (JM)	New Anglia LEP (For Item 8)
Lisa Roberts (LiR)	New Anglia LEP (For Item 9)
Chris Starkie (CS)	New Anglia LEP
Helen Wilton (HW)	New Anglia LEP
Rosanne Wijnberg (RW)	New Anglia LEP

<b>Actions from the meeting: (20.06.18)</b>	
None	
<b>1</b>	<b>Welcome from the Chair</b>
Doug Field (DF) welcomed everyone to the meeting including Corrienne Peasgood deputising for Nikos Savvas and Warren Ralls from the LEP Network. DF also welcomed new Board members Matthew Hicks and William Nunn.	
<b>2</b>	<b>Apologies</b>
Apologies were received from: Nikos Savvas, Sandy Ruddock, Dominic Keen, Johnathan Reynolds, David Ellesmere and Tim Whitley.	
<b>3</b>	<b>In Memorium</b>
The meeting held a minute's silence in memory of Cllr Cliff Jordan who passed away earlier in the month.	
<b>4</b>	<b>Declarations of Interest</b>
Full declarations of interest can be found at <a href="http://www.newanglia.co.uk/about-us/the-board/">http://www.newanglia.co.uk/about-us/the-board/</a> .	
Item 12: Honingham Thorpe Food Enterprise Park – Jeanette Wheeler	
<b>5</b>	<b>Introduction – David Richardson</b>
David Richardson (DR) gave the meeting a presentation on the UEA providing details of the wide range of activities carried out at the university including environmental studies, clean energy, digital skills and health. DR also provided details on the network partners engaged with the UEA and the ongoing work to bring together the private and public sectors in development projects.	
<b>6</b>	<b>Minutes of the last meeting 23<sup>rd</sup> May 2018</b>
The minutes were accepted as a true record of the meeting held on 23 <sup>rd</sup> May. <i>Actions from last meeting updated as follows:</i> Item 6 Enterprise Zones To receive further information on the make up of jobs on EZs and the rationale for companies moving into the zones. Work is ongoing and will be presented back at the September Board	
	<b>JM</b>
<b>7</b>	<b>Place Branding</b>
Hayley Mace (HM) presented the paper on Place Branding which outlined plans for further development of a single place brand for Norfolk and Suffolk (currently branded as The East).  HM proposed tendering for a branding agency to progress the work to develop the brand messages, the visual identity and to carry out testing of the Brand as it is developed. The Board was asked to agree funding of £50,000 for the first stage of brand development and also to agree the timeline of activity.  The Board was asked to note proposals for the second stage of work, which included the creation and implementation of a set of marketing tools likely to include an online portal. The second stage of work will be funded, in part, by the successful ERDF Invest East bid.  Chris Starkie (CS) noted that this will not replace any established brand but will complement existing more local or sectoral brands.  The meeting discussed the importance of having an overarching brand but noted that it was important to have a clear picture of existing brands so that their clarity and positioning was not diluted Steve Oliver (SO) stressed that the current picture of multiple brands was not sufficiently clear but these would be brought together under one brand with a clear communications strategy. Jeanette Wheeler (JW) noted there were other similar brands across the country which sat above other sub-brands without confusion. HM confirmed that she had researched the costs from agencies and other similar work already carried out nationally and by other LEPS and that the £50k requested was competitive.	

	<p>Matthew Hicks (MH) asked for more detail on the costs of the 2<sup>nd</sup> stage of the work. Julian Munson (JM) advised that the ERDF funded Invest East project would include funding for this work and £148,000 would be allocated to the second phase which included marketing and events.</p> <p>Alan Waters (AW) asked whether there would be any review points included along the process. HM confirmed that this could be built into the tender brief.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the report</li> <li>• To agree funding of £50,000 for the first stage of brand development</li> <li>• To agree the timeline of activity.</li> </ul>	
<b>8</b>	<b>Inward Investment</b>	
	<p>JM provided the Board with a presentation on the Inward Investment Strategy. It was highlighted that the strategy did not just cover investment from overseas but also domestic companies investing in the region, the expansion of existing companies and also the retention of businesses already operating in the region.</p> <p>JM described the progress made since the last Board paper in 2017, ongoing work and details of overseas investment in eastern counties over the past year.</p> <p>JM also reviewed the proposed delivery model stressing that the strategy needed to include the varied offers available from the region including systems, services, science and technology and skills and talent. Board members were updated on current work aimed at building international relations across the world including that centred on the Guangdong province in China.</p> <p>The meeting was advised that the £1.8m ERDF Invest East project would be starting in September 2018. This will focus on how investment leads are drawn into the local area and providing specific support enabling a business to develop its investment proposal.</p> <p>The meeting discussed the importance of producing a strategy under a single brand. AP noted that the joint working with partners needed to be highlighted within the strategy and CS confirmed that it was based on a collaborative approach.</p> <p>DR noted the importance of making the right first impression when establishing links with Guangdong and that many businesses already have such links with the province and these could be built on and steered by the LEP.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To endorse the approach and development of the Inward Investment and International Strategic Framework set out in the paper</li> <li>• To support the launch and activity of the Invest East ERDF business support / inward investment project</li> <li>• To approve the investigation of a suitable inward investment agency delivery model</li> <li>• To consult with the county councils on a pilot project to advance relations with Guangdong province in China</li> </ul>	
<b>9</b>	<b>Skills</b>	
	<p>Paul Winter (PW) presented the Board with an update on the work of the Skills Board over the past year and the challenges faced by the region in relation to skills. He reviewed the Skills Board vision and delivery steps which form part of the Economic Strategy Delivery Plan and reiterated the four 'key messages' of the Skills Board which Board members were requested to support and champion.</p> <p>The importance of lobbying Government was stressed and DF confirmed that this issue had been raised at the LEP Network meeting with the Prime Minister.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the report</li> </ul>	

	<ul style="list-style-type: none"> <li>To endorse the Skills Board vision and delivery steps</li> <li>To champion the 'key messages' of the Skills Board.</li> </ul>	
<b>10</b>	<b>Enterprise Adviser Network</b>	
	<p>CS presented the paper on the Enterprise Adviser Network (EAN) highlighting the bid to host a careers hub, the progress made by the EAN and the recommendation to bring the programme within the LEP.</p> <p>Board members were advised that the EAN has encountered challenges in recruiting enterprise advisers, the churn of staff within schools and commitment from schools following the initial expression of interest.</p> <p>Corrienne Peasgood (CP) asked whether there was any link between those schools who have not engaged and those who have received initiatives and funding from elsewhere. CS felt that the biggest influence on engagement was the approach of the Headteachers as not all saw the benefit of engagement with the EAN.</p> <p>MH noted that there were many similar schemes which could make the options for schools confusing. CS replied that this approach was designed to clarify this for schools.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To approve further 12 months funding for the EAN at a value of £135,000</li> <li>To endorse the development of the Careers Hub and the integration of its management with the EAN</li> </ul>	
<b>11</b>	<b>Local Energy Strategy</b>	
	<p>Lisa Roberts (LiR) presented the paper on the Local Energy Strategy to the Board.</p> <p>The Board was advised that responses have been requested by 6<sup>th</sup> July however the deadline will be extended to allow local Authorities to complete their endorsement processes.</p> <p>90 applications have been received for the role of Regional Hub Manager with New Anglia LEP being part of the interview panel.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To endorse the Local Energy Strategy</li> <li>To agree the next steps regarding the Strategy's Delivery Plan</li> </ul>	
<b>12</b>	<b>Capital Growth Programme – Honingham Thorpe Food Enterprise Park - Confidential</b>	
	<p>The Board agreed:</p> <ul style="list-style-type: none"> <li>For the executive team to develop a supplementary paper for the IAC to review</li> <li>For the recommendation from the IAC to then be considered by the full board by written procedures</li> </ul>	
<b>13</b>	<b>Revenues Funding Framework</b>	
	<p>CS presented the paper produced on the proposed revenue funding framework for Pot C income.</p> <p>SO asked whether there were established Governance criteria for the call for innovative projects from external partners.</p> <p>CS advised that these would be included in the framework which would be developed before being presented to the IAC.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To approve the allocation of £135,000 set aside in Pot C for core LEP costs to fund the Enterprise Adviser Network for 18/19</li> <li>To approve the allocation of £100,000 from Pot C towards the LEP projects budget for 18/19</li> <li>To approve the allocation of £500,000 from Pot C towards the call for innovative projects from external partners which will help deliver the Economic Strategy</li> </ul>	

<b>14</b>	<b>Growth Deal Quarterly Dashboard</b>
<p>CD reviewed the paper and the quarterly dashboard for submission to Government.</p> <p>AW asked whether a further breakdown of the details of the jobs created was available. CD confirmed that they were all FTEs but further work would be required to ascertain the quality of jobs provided.</p> <p>CS advised that this dashboard was as set out as per Government requirements however this detail would be built into the ongoing development of BPRs which would be presented after the summer.</p> <p>SO queried the delivery of housing which appeared to be behind target. CD confirmed that outputs were delivered on an ad hoc basis as developments were completed and so figures would increase on completion.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To endorse the dashboard</li> </ul>	
<b>15</b>	<b>Chief Executive's Report</b>
<p>CS asked the Board for any questions on his report.</p> <p>DF updated the meeting on the meeting of LEP Chairs with the Prime Minister on 19<sup>th</sup> June where the PM had expressed support for the work of LEPs across the country. DF thanked Warren Ralls for organising the event.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To note the content of the report</li> </ul>	
<b>16</b>	<b>Finance Report</b>
<p>Rosanne Wijnberg (RW) reviewed the finance report and asked for questions from the Board. As the July LEP Board has been cancelled it was proposed that the Annual Accounts would be issued electronically for approval by email in July.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To note the content of the report</li> <li>To receive the Annual Statements via email for approval following the recommendation of the Audit and Risk Committee.</li> </ul>	
<b>17</b>	<b>Board Forward Plan</b>
<p>CS reviewed the items to be covered at the September Board.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To note the content of the plan</li> </ul>	
<b>18</b>	<p>Any Other Business</p> <p>John Griffiths (JG) asked whether substitutes can attend the IAC as well as the Board.</p>

**Next meeting:**

**Date and time of next meeting:** 10.00am – 12.30pm, 19<sup>th</sup> September 2018

**Venue:** The Aviation Academy, Norwich

**Actions from New Anglia LEP Board Meetings**

Date	Item	Action	Update	Actioned By	Status
23/05/2018	Enterprise Zones	To receive further information on the make up of jobs on EZs and the rationale for companies moving into the zones.	See update paper following the Action Log	JM	Complete
21/02/2018	Economic Indicator Trajectories and Targets:	To receive a paper on CO2 reductions for consideration of inclusion in the economic strategy targets	Work is ongoing in conjunction with the UEA	CS/JR	On-Going
21/02/2018	Brexit Analysis	To receive an action plan detailing the next steps, timescales and measures of success	Analysis is ongoing and will be incorporated into the Local Industrial Strategy	LiR	On-Going
22/11/2017	Business Performance Reports	To receive a proposal on the Eastern Agri-Tech initiative by email.	CS has been in communication with the Combined Authority and a paper will go to a future Combined Authority Board meeting	CS	On-Going

## **Board Actions Update**

**23/05/2018: NALEP Board Action: “To receive further information on the make up of jobs on the EZs and the rationale for companies moving into the zones”**

*Response from New Anglia LEP Enterprise Zone Team:*

The vast majority of companies moving onto our Enterprise Zone sites are doing it for reasons of expansion. This shows up as net jobs on our monitoring returns. Furthermore a number of the District Councils (Collection Authorities) operating the rate grant rebate have a displacement check on their processes that avoids this possible distortion.

It should be noted that the full expansion might not be immediate as companies are sometimes taking on larger premises with a view to employing more staff in the future as they gain new contracts/work.

A few firms also move into larger premises on the zones because they provide modern premises to allow them to operate in a more productive way. The rate grant incentive of course ends in March 2021 (for Space to Innovate EZ) and in reality, is modest in relation to the costs of moving premises.

The average rate grant award is below £25k per annum and even for five years this is only a modest contribution to company operating costs. There have been a limited number of occasions where a company move is driven by consolidation rather than growth. In these circumstances the prism by which it is examined is the risk of jobs being lost to the New Anglia area i.e. job retention.

An analysis has been carried out for the Great Yarmouth and Lowestoft Enterprise Zone as the data is a better quantifiable base of data to monitor increase and decreases in companies as the zone has been in place for a number of years (the Space to Innovate EZ has only been in situ for 2 ½ years).

After analysing the Great Yarmouth & Lowestoft monitoring data, as collected over the past 7-year period, of those businesses that have expanded they have, on average, taken on 30% more staff since they moved an Enterprise Zone site.

We have had only one business (out of 52) which has decreased its staffing from 65 to 23. This is entirely related to the downturn in the oil and gas sector, but the company have remained afloat without any public sector assistance and are still pivotal in the energy sector in the coastal region.



**New Anglia Local Enterprise Partnership Board**  
**Wednesday 19<sup>th</sup> September 2018**

**Agenda Item 5**

---

**Place Brand Development for Norfolk and Suffolk : Agency introduction**

---

Author: Hayley Mace and Julian Munson      Presenter: Steve Oliver

**Summary**

This paper outlines an introduction to the agency selected to carry out the place brand development work for Norfolk and Suffolk.

**Background**

In June 2018, the Board agreed funding for the first stage of place brand development. A tender was issued following the Board meeting and 20 submissions were received, with high quality entries from agencies across the UK.

The submissions were reviewed and scored by Hayley Mace, Julian Munson and the three members of the Board steering group for the project – Steve Oliver, Jeanette Wheeler and Sandy Ruddock. Six agencies were invited for interview, with Steve Oliver, Sandy Ruddock, Julian and Munson and Hayley Mace sitting on the panel.

A joint submission from Ipswich-based CMS and Jacob Bailey was selected by the interview panel. They have placemaking and branding experience, working with a number of towns, cities and Business Improvement Districts across the UK. As part of the Savills group, CMS can offer access to input and testing on international investors which will be of significant benefit to this project.

An inception meeting was held on 30<sup>th</sup> August to discuss plans for stakeholder engagement sessions, which will take place over the coming months.

Neil Prentice (Jacob Bailey) and Fiona Wright (CMS) will give a brief introduction to their proposal and timeline at the September Board meeting. It is envisaged that work will be completed by the end of January 2019, with the final project findings to be brought back to the LEP Board in February 2019.



**New Anglia Local Enterprise Partnership Board**  
**Wednesday 19<sup>th</sup> September 2018**

---

**Agenda Item 6**

---

**Economic Strategy Delivery**

---

Author: Lisa Roberts    Presenter: Lisa Roberts

**Summary**

This paper provides an update on the Economic Strategy delivery plan and sets out the proposed concept of game changers which would boost delivery and deliver material impact on the Economic Strategy Ambitions. Appendix A which accompanies the report is a more detailed presentation which will be delivered at the board meeting.

**Recommendation**

The Board is asked to:

- Note the progress the development of the Economic Strategy delivery plan for the Economic Strategy;
- Agree the concept of developing game changers.

**Background**

Since the Economic Strategy was published in Autumn 2017 work has been underway to develop delivery plans. There have been three stages to development – mapping existing activity, identifying gaps and identifications of innovative solutions.

All three stages have involved engagement with a wide range of partners including businesses, business intermediary groups, Local Authorities, education providers and the Voluntary and Community Sector to help shape delivery (see pages 5 & 6 of appendix A).

We have continued to enhance and evolve the evidence base which has helped to shape and support interventions. The publication of a range of national and local strategies and plans has also been considered.

The Economic Strategy Delivery Coordinating Board (ESDCB) has been established meeting for the first time on 4<sup>th</sup> September (see page 12 appendix A).

**Delivering the Economic Strategy**

Delivery of the Economic Strategy started the day it was signed off with several existing projects and interventions already contributing to the delivery of the strategy. As highlighted in the Strategy it is not being delivered by one partner alone or by one strand of investment.

There are two levels of delivery – local and strategic.

- **Local** - The ambitions and priorities that were agreed in the Strategy provide the direction and strategic case for a wide range of partners to develop their own plans and interventions that contribute to achieving our shared ambitions. Several local partners have reviewed their own strategies and plans to align with the Economic Strategy, shaping the right approach to delivery locally - in 'Places'.
- **Strategic** – Our priority themes are those economic-wide opportunities where the evidence shows that investment and collaborative action will have the greatest impact on our ambitions. A strategic delivery plan has been developed using the Objectives Key Results approach (see page 9 Appendix A) . The plan links directly to the objectives set out under each of the themes detailing the collaborative activities and interventions which will deliver them. It is a living document which will evolve over time.

The ESDCB will be responsible for driving and coordinating the delivery of the strategic plan, discussing delivery plan gaps and identifying innovative solutions to deliver the objectives. Members of the board will also act as champions for the strategy and liaise with local plans and places to facilitate join up.

### Game Changers Concept

There are three game changer opportunities that have emerged through the engagement session and the evidence (page 11 appendix A). These are opportunities where focused collaborative action and prioritisation would have the potential to turbo boost delivery, providing a significant shift towards the strategic objectives and delivery material impact on our ambitions and economic indicators.

At the heart of each opportunity there is a key initiative or project that will act as a catalyst and create wider impact.

This paper is seeking agreement from the LEP Board to agree to proceed with the Game Changer concept. The Economic Strategy Delivery Board will review the evidence behind the emerging opportunities and develop delivery plans for each.

### Next Steps and Key Dates

<b>26<sup>th</sup> September - ongoing</b>	The Economic Strategy Delivery Board – Review the strategic delivery plan and identify solutions for gaps. Consider game changer opportunities and develop delivery plans.
<b>November - January</b>	Light touch review of Economic Strategy Evidence Base
<b>Late February</b>	LEP Board, LA Leaders and Sector Charis - Economic Strategy annual progress review.

### Recommendation

The Board is asked to:

- Note the progress the development of the Economic Strategy delivery plan for the Economic Strategy;
- Agree the concept of developing game changers.

### Appendices

Appendix A – Economic Strategy Delivery

# Item 6.1 Appendix A - Economic Strategy Delivery

# Delivering Norfolk & Suffolk Economic Strategy



- Published Autumn 2017
- Looks ahead to 2036 but focuses on action we need to take over next three years to help secure long term success.
- A dynamic and living blueprint to guide the work and investment of many partners.
- A shared endeavour between private, public, education and Voluntary and Community Sector (VCS).
- Underpinned by robust evidence base and extensive engagement and consultation.
- Sets out agreed ambitions and targets.
- Inclusive growth and productivity is a golden thread.

# Economic Strategy Delivery – The Journey So Far...

Published Autumn 2017



# Economic Strategy Delivery - The Journey So Far...

- Strategic delivery plan developed in consultation with partners to identify existing and new activity.
- 10 events, 350 individuals from across business, education, VCS and LAs.
- A living plan which will evolve over time.
- Economic Strategy Delivery Co-ordinating Board established who will drive and coordinate the delivery of the strategic plan. Ensuring all partners play a part in delivering the ambitions and targets.
- Next steps to identify new and innovative interventions to address the gaps in the plan.



- Three Game changing opportunities identified through engagement session and links to evidence. Seeking support on concept.

What are 'game changing' opportunities....

....an opportunity that effects a significant shift towards the strategic objectives....

....and delivers material impact on the ambitions/economic indicator

At the heart of each there is a key initiative or project that will act as a catalyst and create wider impact

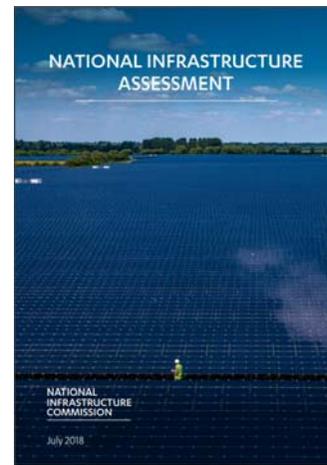
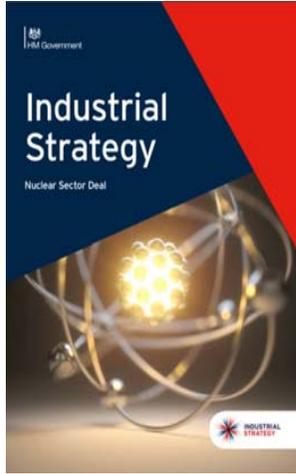
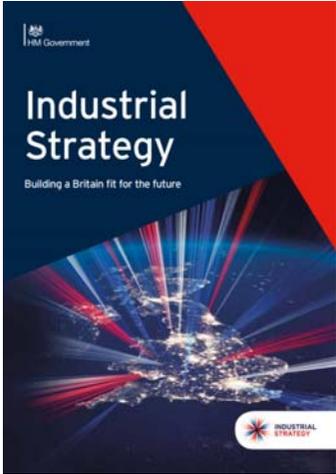
# Economic Strategy Delivery- Journey so far

Event	Aim	What we did	Outputs
Business engagement sessions	To identify activities which will drive delivery of the Economic Strategy.	Focusing on 3 themes: Our Offer to the World Driving Business Growth and Productivity Driving Inclusion and Skills These were interactive sessions with businesses completing the templates provided.	Examples included the need to leverage the Norwich Research Park as a local asset; exploring the local appetite for a Stowmarket tech hub; developing a one-stop-shop for business advice taking lessons from the BBfA and developing a promotional plan for tourism which coordinates the activity taking place across sectors.
On-line Survey	To identify activity currently taking place and what is needed to deliver the Economic Strategy. Also to identify priorities for delivery in the first year.	Focusing on all five themes in the Economic Strategy. This on-line survey ran for three months from mid November 2017 – mid February 2018.	Enabled us to understand what activity is already underway and to identify the gaps in activity and the priorities we need to focus on in the first 12 months of delivery.

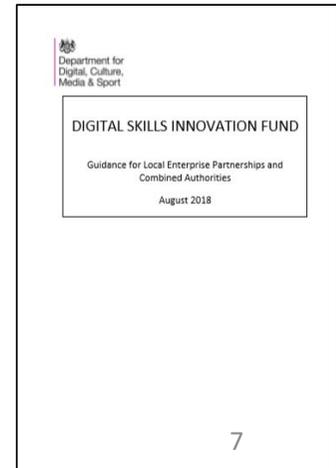
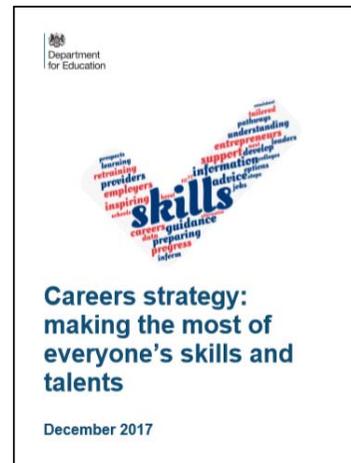
# Economic Strategy Delivery- Journey so far

Event	Aim	What we did	Outputs
Economic Strategy Summit	To identify 3 – 4 measurable key results against each of the Economic Strategy high-level objectives and to identify innovative / game changer projects.	Involved all LAs, Sector Groups & business intermediaries focusing on three themes; Our Offer to the World, Driving Business Growth & Productivity & Driving Inclusion & Skills	Captured further activity underway or planned for delivery over the next three years and identified Game Changer opportunities.
'Sprint'	To generate one or two game-changer opportunities which will drive business growth and productivity across our region over the next three years and identify opportunities to get the most out of partnership working.	Included a select number of 'innovative thinkers' from across the public, private and voluntary sector to focus on two themes: Driving Business Growth and productivity and Collaborating to Grow.	A number of 'game-changer' opportunities were identified and explored; these included: Creating an innovation culture across the region and developing a programme to deliver true innovation; becoming THE place where people aspire to come and grow their high-growth businesses; creating a Growth Hub + (one stop shop for every day business support)

# Government Policies and Strategies (published since October '17)



**CATAPULT**  
Offshore Renewable Energy



# Economic Strategy – Evolving Evidence Base

Our evidence base is continuing to evolve and since publication of the Economic Strategy and supplementary Evidence Report in November 2017, the following has been developed / published:

- Five Sector Skills Plans:
  - Construction
  - Health and Social Care
  - Digital Tech
  - Life Sciences and Bio-Economy
  - Agri-Food Tech
- A new Skills Module has been added to the East of England Forecasting Model.
- Data workbooks available to all partners with which are updated as new data is published.
- Data practitioners group continues to consider current and new data.
- Light touch refresh of evidence report due in Spring 2019.



# Economic Strategy Delivery- Objective Key Results

**We are using the Objective Key Results (OKR) approach** for the Economic Strategy Strategic Delivery Plan. A framework for defining and tracking objectives and their outcomes. Several well know companies uses this approach – Google, Twiter and Uber.

The framework aims to define "objectives" along with linked and measurable "key results" to provide "a critical thinking framework and ongoing discipline that seeks to ensure employees (in this case partners) work together, focusing their efforts to make measurable contributions. In practice, using OKRs is different from other goal-setting techniques because of the **aim to set very ambitious goals**. When used this way, OKRs can enable teams to focus on the big bets and accomplish more than the team thought was possible, even if they don't fully attain the stated goal.

**A proper goal must** describe both what you will achieve and how you are going to measure its achievement. The key words here are "as measured by," since measurement is what makes a goal a goal. Without it, you do not have a goal, all you have is a desire.

I/we will **(Objective)** as measured by (this set of **Key Results**).



Objectives under each of the Economic Strategy themes that partners agreed to deliver together which would achieve the ambitions and targets in the strategy.

A set of metrics that measure progress towards the Objective. For each Objective in the delivery plan, we will have a set of 2 to 5 Key Results.

Each key result, we will have clear outputs.

# Economic Strategy Delivery

Delivery of the strategy has been ongoing since October 2017. This is an example on how we could illustrate and make clear links between decisions, delivery and the Themes within the strategy.



Decisions made by the LEP Board illustrating links to delivering the objectives within each theme.	Our Offer to the World	Driving Business Growth & Productivity	Driving Inclusion and Skills	Competitive Clusters close to Global Centres	Collaborating to Grow
£50,000 funding to develop 'The East' brand. (June '18)	✓	✓	✓	✓	✓
Growing the number of Enterprise Advisors and establishing the Careers Hub. (June '18)			✓		
Support bid for an Eastern Institute of Technology. (March '18)	✓	✓	✓	✓	✓
Local Energy Strategy Agreed (April '18)				✓	✓

NB: Bigger ticks indicates direct link to an objective within the Economic Strategy theme.

# Economic Strategy Delivery – Game Changers ...

Three/four Game changing opportunities identified through engagement session and links to evidence. Seeking support on concept.

What are 'game changing' opportunities....

....an idea that effects a significant shift towards the strategic objectives....

....and delivers material impact on the ambitions/economic indicator

At the heart of each there is a key initiative or project that will ach as a catalyst and create wider impact.

Smart infrastructure is a key thread which runs through all.

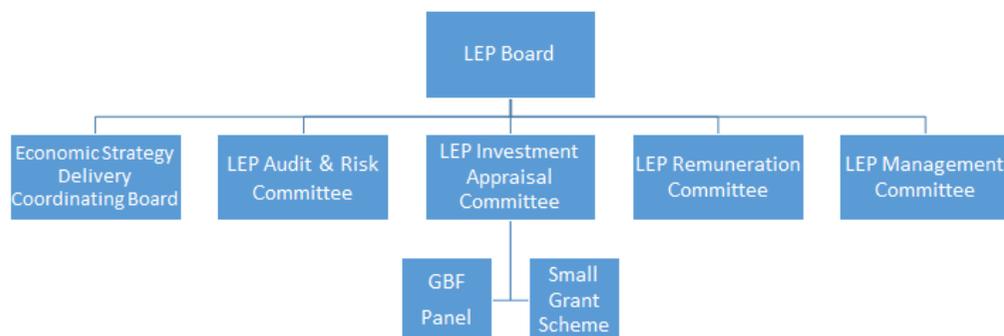
**Building the  
workforce of  
the future**

**Integrated  
Investment &  
Trade**

**Innovation  
Ecosystem**

- Concept to be agreed with LEP Board on 19th September. If agreed:
- ESDCB to consider emerging Game Changer opportunities and develop a robust plan for each.

# Economic Strategy Delivery- Governance



## Key Information

- Suggested 6 to 8 weekly meetings
- At each meeting the ESDCB will:
  - review a progress report on the strategic delivery plan; and
  - Discuss delivery plan gaps and identify innovative solutions to deliver the objectives.
- Each member to feedback and seek input from the organisation/s they represent.
- Annual reporting to LEP Board, Leaders' and Sector Chairs – February 2019.

## Economic Strategy Delivery Coordinating Board

Purpose	To continue the collaboration between businesses, local authorities, education providers, voluntary and community sector and the LEP, drive and coordinate the delivery of the economic strategy. Ensuring all partners play a part in delivering the ambitions and targets in the Economic Strategy for Norfolk and Suffolk. It will be responsible for developing and driving implementation of the high-level delivery plan, reporting regularly on progress to the LEP Board and to Local Authority Leaders and Sector Leads through the annual performance process. This Board is an officer level Board.
Members	Total of 14 members – The Chair LEP CEO, Suffolk Chambers of Commerce, Norfolk Chambers of Commerce, Federation Small Business, CBI, Suffolk Council's Growth Programme Partnership Manager, East Suffolk Council, Suffolk County Council, South Norfolk, Breckland, Great Yarmouth Norfolk County Council and LEP Head of Strategy.  Suffolk have a rotating seat and Norfolk councils will rotate their seats every 6 month.

# Economic Strategy Delivery – The Journey So Far Recap...

Published Autumn 2017





**New Anglia Local Enterprise Partnership Board**  
**Wednesday 19<sup>th</sup> September 2018**

---

**Agenda Item 7**

---

**Local Industrial Strategy**

---

Author: Lisa Roberts    Presenter: Lisa Roberts

**Summary**

This paper sets the context for Local Industrial Strategies, how it links with the Economic Strategy and presents the proposed approach to developing a Local Industrial Strategy for Norfolk and Suffolk. Appendix A accompanying the report is a more detailed presentation which will be delivered at the board meeting.

**Recommendation**

The Board is asked to:

- Agree the proposed approach to developing the Local Industrial Strategy;
- Note that the Economic Strategy Delivery Coordinating Board will take on the role of Local Industrial Strategy Steering group.

**Background**

Government's Industrial Strategy White Paper was published in November 2017, setting out a long-term plan to boost the productivity and earning power of people throughout the UK.

The components of the Industrial Strategy include:

- Five Foundations of Productivity
- Four Grand Challenges + Industrial Strategy Challenge Fund (70 plus pots of funding)
- Sector Deals
- Local Industrial Strategies (LIS)
- Links with UK Shared Prosperity Fund (UKSPF)

One of the five foundations of productivity is places. The vision is to drive towards more prosperous communities and tackle the regional and local disparities that exist across the UK. Local Industrial Strategies are central to this focus.

LEPs or Combined Authorities will co-develop Local Industrial Strategies with Central Government and will be responsible for delivering them alongside local partners, who will be integral to the process.

A Local Industrial Strategy should bring together a strong, well-informed evidence base about an area's economy and outline a long-term set of priorities that capitalise on existing opportunities in the economy, address weaknesses and resolve an area's needs.

The UK Industrial Strategy states that Government will ensure that local areas continue to receive flexible funding for their local needs. Following the UK's departure from the European Union, they will launch the UK Shared Prosperity Fund. Consultation on the design and priorities for the fund starts in October. It is understood that LEPs will be responsible for delivering the fund. The fund will be linked to the delivery of the Economic Strategy and Local Industrial Strategy.

### **Link to the Economic Strategy**

The Local Industrial Strategy is the next stage in the evolution and implementation of the Economic Strategy. Although called a Local Industrial 'Strategy' it will be a plan.

It will build on the Economic Strategy but be a deeper and more focused piece of work, looking in more detail at Norfolk and Suffolk's areas of competitive area of strength – Clean Energy, Agri Food and ICT. It will involve developing a plan which sets out how the LEP and partners will collectively cultivate these strengths to accelerate growth. It will also articulate how collectively we work more actively with Government and other parts of the country.

### **Developing a Local Industrial Strategy - Proposed Approach**

Government are yet to set out the development and sign off process for Local Industrial Strategies. Nine pilot areas have been announced, we are not one of them. However, Government officials have said we should proceed with our plans to develop one. All areas are expected to have one in place by Early 2020.

Page 10 of appendix A sets illustrates the proposed approach and timeline for developing a Local Industrial Strategy for Norfolk and Suffolk.

Officials have shared the following expectations:

- A stronger evidence base, on area of competitive advantage is developed, which is signed off by government. This will include more analysis of supply chains, areas of business and technology specialisms
- Looking in more detail at the opportunities and threats faced by these strengths.
- Looking at our long-term ambitions and identifying a few strategic interventions – gamechangers.
- Alongside our ambitions, we also need to see how our local assets can support the delivery of the grand challenges and which parts.
- It is expected that evaluation will be built in from an early stage.

We will be starting in a much stronger position than most LEPs having developed our Economic Strategy and its evidence base.

### **Economic Strategy Delivery Co-ordinating Board**

Economic Strategy Delivery Coordinating Board will take on the role of Local Industrial Strategy Steering group. It will expand its purpose to oversee and provide direction on the day to day development of the Local Industrial Strategy ensuring alignment with the Economic Strategy.

### **Recommendation**

The Board is asked to:

- Agree the proposed approach to developing the Local Industrial Strategy;
- Note that the Economic Strategy Delivery Coordinating Board will take on the role of Local Industrial Strategy Steering group.

### **Appendices**

Appendix A – Developing a Local Industrial Strategy

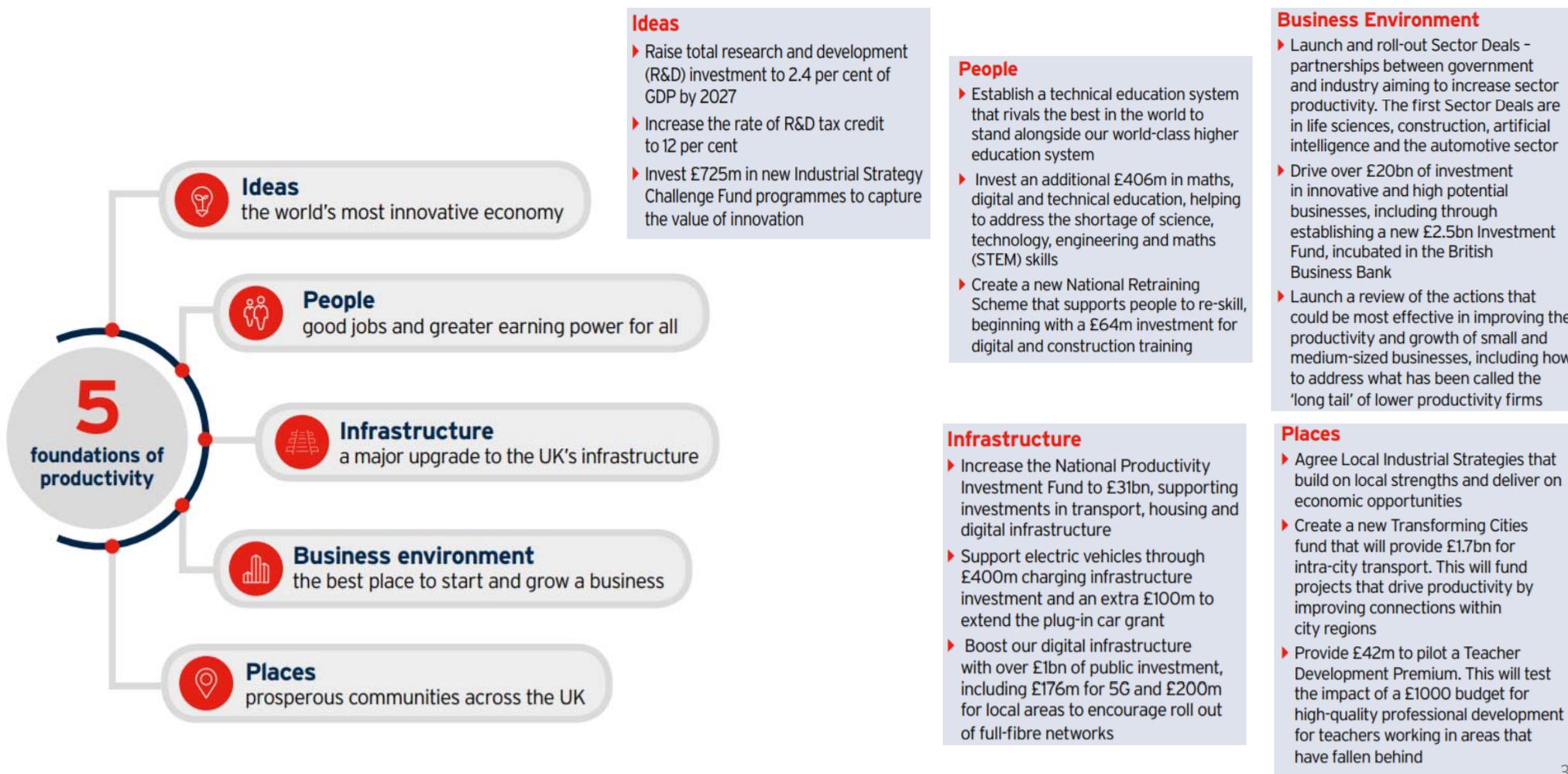
# Item 7.1 Appendix A - Local Industrial Strategy

# UK Industrial Strategy



- Published Autumn 2017
- Sets out long-term plan to boost the productivity and earning power of people throughout the UK.
- Components of the Industrial Strategy:
  - Five Foundations of Productivity
  - Four Grand Challenges + IS Challenge Fund
  - Sector Deals
  - Local Industrial Strategies
  - Links with UK Shared Prosperity Fund
- Committed to creating an independent Industrial Strategy Council to assess progress and make recommendations.

# Foundations of Productivity



# Grand Challenges

## The 4 Grand Challenges



### AI & Data Economy

We will put the UK at the forefront of the artificial intelligence and data revolution



### Clean Growth

We will maximise the advantages for UK industry from the global shift to clean growth



### Future of Mobility

We will become a world leader in the way people, goods and services move



### Ageing Society

We will harness the power of innovation to help meet the needs of an ageing society

## Industrial Strategy Challenge Fund (ISCF)

The ISCF aims to bring together the UK's world-leading research with business to tackle the grand challenges of our time. This £725m is part of government's £4.7bn investment in R&D over 4 years.

Current Industrial Strategy Challenge Fund calls include:



Transforming construction



National Satellite Test Facility



Creative industries clusters



Next generation services



Manufacturing and future materials



Driverless cars



Prospering from the energy revolution



Faraday battery challenge



Audience of the future



Healthy ageing



Leading-edge healthcare



Quantum technologies



Robots for a safer world



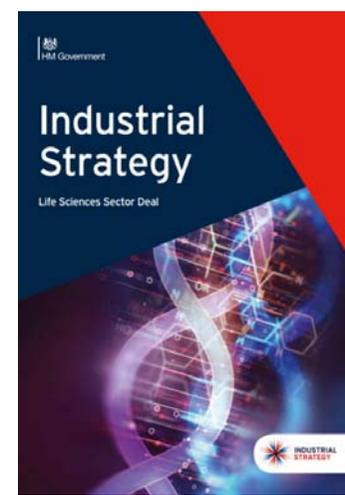
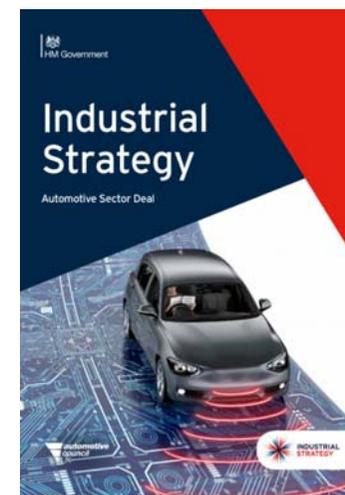
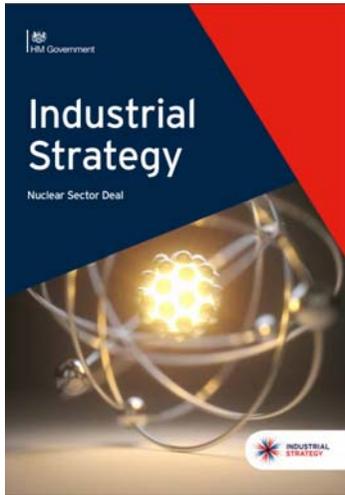
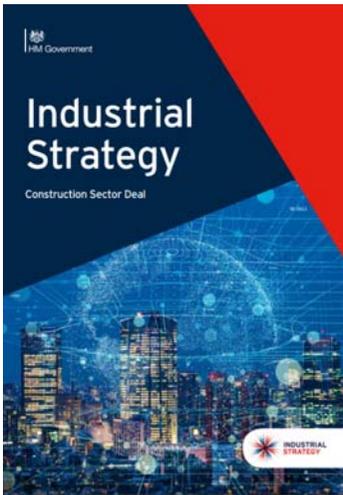
From data to early diagnosis and precision medicine



Transforming food production

# Sector Deals

Sector Deals are partnerships between government and industry on sector-specific issues, focusing on the five foundations of productivity and the grand challenges. Sector Deals have been published for the following sectors – Construction, Nuclear, AI, Creative Industries, Automotive & Life Sciences.



Offshore wind Sector Deal is expected later this year.

# Local Industrial Strategies

- LEPs or Combined Authorities will co-developed LIS with Government and will be responsible for delivering them alongside local partners, who will be integral to the process.
- Sets long-term ambition that is grounded by evidence and capitalises on existing opportunities in the economy, addresses weaknesses and resolves an area's need.
- Shouldn't be exhaustive – focus on a few areas of strength.
- Evidence to be signed off by government analytical team - needs to be proportional, focus on productivity, tied to interventions, show comparability and include opportunities, threats and barriers.
- To involve external experts and experts from Universities.
- Include how local assets will be used to deliver.
- All areas to publish LIS by March 2020

- Three trailblazers announced in March 2018 to publish in March 2019.

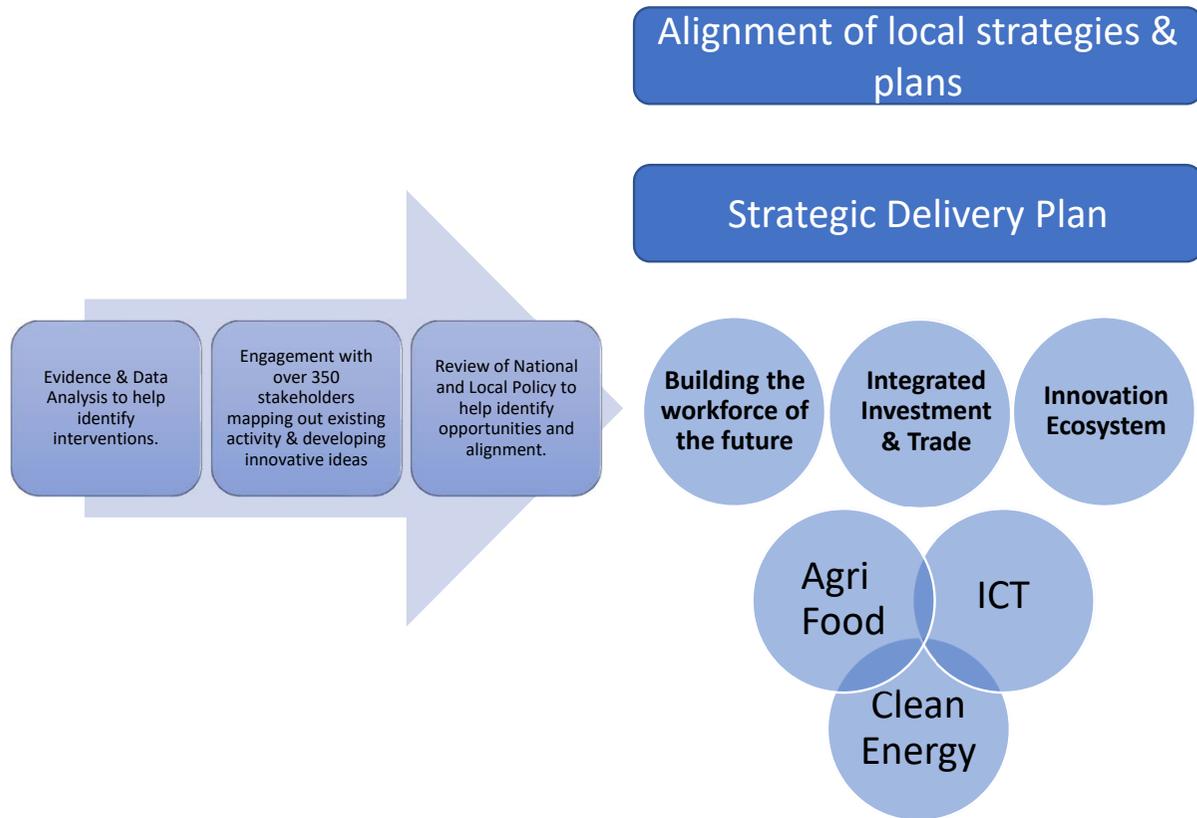


- Six further pilots announced on 23<sup>rd</sup> July 2018 to be published in 2019.



# Economic Strategy Delivery – The Journey So Far...

Published Autumn 2017



Local partners have reviewed own strategies and plans to align with Economic Strategy

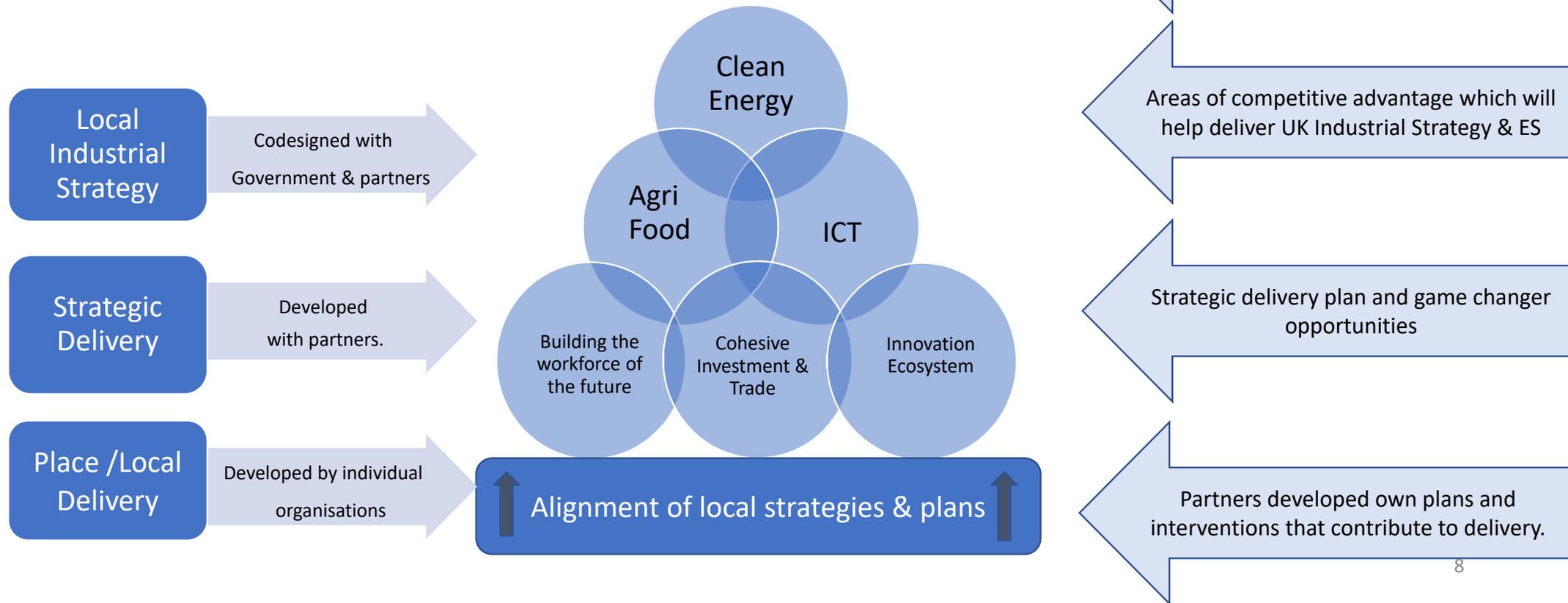
Strategic plan developed using the Objective Key Results approach. A living plan which outlines the high level objectives for each of the five themes and the planned activity has been developed.

Game Changer approach which will turbo change delivery.

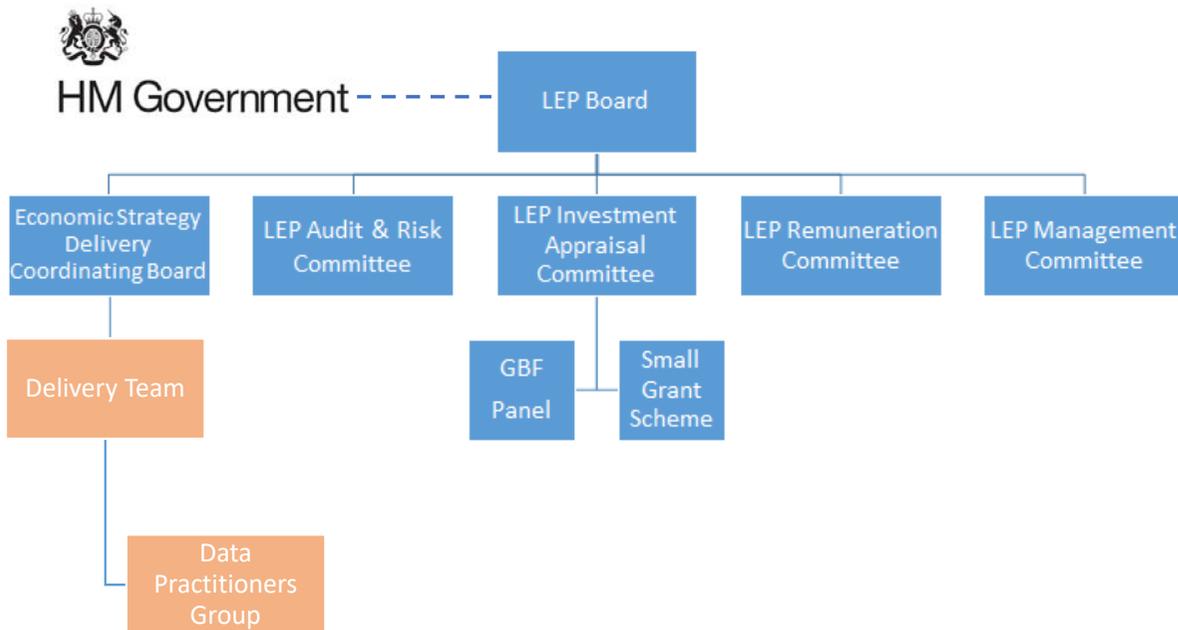
Local Industrial Strategy present an opportunity to deliver Economic Strategy with a focus on our competitive advantage. It will be a plan that details how we will work with government to deliver game changer opportunities within the competitive advantage areas.

# Delivering Norfolk & Suffolk Economic Strategy

## Economic Strategy for Norfolk and Suffolk



# Local Industrial Strategy Governance



- Economic Strategy Delivery Co-ordinating Board will take on the role of Steering Group for the day to day development reporting to the LEP Board and Government.
- LEP Board, LA Leaders and Sector Chairs sessions similar to those held during the development of the Economic Strategy – Feb, June & Sep
- Updates on progress provide to the LEP board through the CEO report.
- Government and LEP Board will jointly sign off the Local Industrial Strategy following an endorsement process with partners.

# Our approach to develop Local Industrial Strategy



**New Anglia Local Enterprise Partnership Board**  
**Wednesday September 19<sup>th</sup> 2018**

---

**Agenda Item 8**

---

**LEP Review**

---

Author: Chris Starkie

**Summary**

This paper updates board members on the review of LEPs published by the Government over the summer. It provides information about the key areas of focus of the review and steps that New Anglia LEP will be required to undertake.

One of these steps is the removal of geographic overlaps. The paper recommends a course of action for the board to consider ahead of the Government's September 28<sup>th</sup> deadline.

Wider recommendations will be brought back to the October board ahead of the submission of a delivery plan which needs to be submitted to Government at the end of October.

**Recommendation**

The board is asked to agree the LEP submission to Government on geography which retains the geography of New Anglia LEP as Norfolk and Suffolk but also recognises the close links with Cambridgeshire and Peterborough and seeks to strengthen the relationship with the Cambridgeshire and Peterborough Combined Authority.

The LEP board is also asked to note the other recommendations of the LEP Review, in anticipation of a more detailed implementation plan being brought to the October board meeting for agreement ahead of the Government's October 30<sup>th</sup> deadline.

**Background**

Over the past few months the Government has conducted a review of LEPs in support of a manifesto commitment to strengthen their role and remit.

The review led by ministers from HM Treasury, MHCLG and BEIS and backed by Number 10, published its report "Strengthened Local Enterprise Partnerships" towards the end of July.

**Key issues**

The report covered five main areas: 1 Role and responsibilities, 2 Leadership and organisational capacity, 3 Accountability and performance, 4 Geography and 5 Implementation.

The review has been welcomed by LEPs including New Anglia LEP as a positive statement by Government on the role of LEPs moving forward.

This report takes the five areas in turn.

## **1 Role and responsibilities**

The review stated that the primary role of LEPs is on enhancing productivity which will be achieved through the development of Local Industrial Strategies.

The review reiterated that LEPs will lead on the development of Local Industrial Strategies and all LEP areas will agreed their LIS with Government by early 2020.

This was helpful as until that point that had not been clarity over whether all areas would have their own LIS.

New Anglia LEP's new economic strategy is already focused on enhancing productivity. Our strategy does also place an emphasis on inclusive growth.

As outlined in earlier board papers, we have not been chosen as a pilot for an early Local Industrial Strategy. However have started, with the agreement of Government, on preparatory work for our Local industrial Strategy.

This will build on and help accelerate the delivery of the Economic Strategy.

LEPs are also now required to produce an annual delivery plan and end of year report. We will be working with Government colleagues on the desired format for this. The first delivery plan will be for April 2019 and end of year report a year later.

Our aim will be to create a delivery plan which fulfils a role for board members as well as Government.

## **2 Leadership and organisational capacity**

The review confirmed that the Prime Minister will host two meetings with LEP chairs per year - the PM'S council. In addition senior Whitehall officials will be appointed as sponsors to each LEP.

New Anglia LEP's senior sponsor is Catherine Frances, a deputy director in HMT. She is visiting New Anglia LEP later this month.

The Government is also providing an additional £200k per LEP for two years to support additional capacity. This funding is earmarked to enable LEPs to implement the review and develop their LIS.

We are looking at using this additional funding on a small number of roles to assist performance and delivery and the development of the Local Industrial Strategy.

The review also encourages boards to consult widely on the appointment of chairs and set term limits. We already comply with this.

The Government wants to increase the proportion of private sector board members, whilst limiting board sizes to 20. The Government's aspiration is for two thirds of the board to be from the private sector.

Currently New Anglia LEP has a 50 / 50 split. We are looking at ways of complying with this request.

The Government has also set a target of one third female board members by 2020 and expectation of 50/50 by 2023. Again we are looking at ways of complying with this.

The review also requires LEPs to have a secretariat independent of local government to support LEP's decision making. New Anglia LEP already complies with this requirement.

### **3 Accountability and performance**

The review requires LEPs to have a legal personality. The preferred model is for incorporation – which is New Anglia LEP's model.

The review asks LEPs to hold annual general meetings and open them to the public, which New Anglia LEP already does, as well as participate in local authority scrutiny sessions which the LEP again already does.

LEPs are also required to set out clearly the responsibilities of the chair, board, directors and accountable body. We already comply with this.

The Government will also be more robust about measuring performance of LEPs which will form part of the LEP's delivery plan.

There are also plans to strengthen the peer to peer work already being undertaken through the LEP Network.

### **4 Geography**

The review asked LEP chairs and other stakeholders to come forward with proposals by the end of September on geographies that best reflect real functional economic areas, remove overlaps and where appropriate propose wider changes such as mergers.

The review also asked LEPs and mayoral combined authorities to move towards coterminous geographies where appropriate in line with the wider discussions on LEP geographies.

The review also says Government will support LEPs collaborating across boundaries where interests are aligned.

### **Implications for New Anglia LEP**

Currently the Borough Council of Kings Lynn and West Norfolk and the two West Suffolk Council districts (St Edmundsbury and Forest Heath) are members of New Anglia LEP and were previously members of the Greater Cambridge Greater Peterborough LEP.

GCGP LEP is in the process of being turned into the Business Board, which will be the LEP, sat within the Mayoral Combined Authority.

The Business Board is expected to have a board of 10 people – eight business leaders and two public sector members (the mayor and deputy mayor). Recruitment of board members is ongoing.

The LEP Review means that West Suffolk and West Norfolk will need to decide if they wish to remain part of New Anglia LEP or join the new Mayoral Combined Authority Business Board.

At the same time the Cambridgeshire and Peterborough Combined Authority will need to decide whether to make its LEP boundary co-terminous with its own boundary (ie covering just Cambs and Peterborough).

Our view is that the businesses and residents of West Suffolk and West Norfolk would be best served by remaining part of New Anglia LEP, whilst at the same time continuing to develop and indeed strengthen working links with the Mayoral Combined Authority in areas of mutual interest.

This could include place based activities, sectoral activities as well as thematic areas such as transport.

New Anglia LEP already works on a number of joint projects with GCGP, and we would seek to strengthen this to ensure the economies of West Suffolk and West Norfolk can continue to benefit from their proximity to Cambridgeshire and Peterborough.

The new working arrangement with the combined authority could take a number of different forms, ranging from simple bilateral arrangements between for example West Norfolk Council and the MCA to more formal arrangements covering specific areas.

The rationale for this approach is:

**1 The New Anglia LEP area is a real economic functional area.** A key determinant of this is its level of self-containment. That is the percentage of people who live and work in the area. The New Anglia LEP figure is over 92 per cent – making it the third highest of any LEP area.

**2 Track record of investment.** New Anglia LEP's economic strategy sees West Norfolk and West Suffolk as key areas for growth. As a consequence New Anglia LEP has invested significant sums in both areas, with more investment planned.

To date more than £35m has been invested in the three districts in infrastructure, innovation and skills projects as well as direct support for businesses.

**3 Views of stakeholders.** Stakeholders from the business community and including the chambers of commerce and education partners have expressed a preference towards the three districts remaining part of New Anglia LEP.

**4 Co-terminosity with the Combined Authority.** Government wishes LEPs to be conterminous with their mayoral combined authorities. The legislation which created the Cambridgeshire and Peterborough Combined Authority only included the districts of Cambridgeshire, Peterborough and Cambridgeshire County Council. The three Norfolk and Suffolk districts are not part of the combined authority and remaining with New Anglia LEP would assist the MCA in complying with the co-terminosity requirement.

Over the summer we have been holding conversations with the Combined Authority, West Norfolk Council and West Suffolk Council.

The two councils have indicated their preference to remain with New Anglia LEP, whilst strengthening links with the Combined Authority.

The Combined Authority has indicated that it intends to align its Business Board boundary to that of the Combined Authority. This however need to be ratified by the Business Board at its meeting on September 24<sup>th</sup>.

An agreement amongst all parties seems highly likely therefore, in time for the Government's deadline of September 28<sup>th</sup>.

## **Recommendation**

The board is asked to agree the LEP submission to Government on geography which retains the geography of New Anglia LEP as Norfolk and Suffolk but also recognises the close links with Cambridgeshire and Peterborough and seeks to strengthen the relationship with the Cambridgeshire and Peterborough Combined Authority.

The LEP board is also asked to note the other recommendations of the LEP Review, in anticipation of a more detailed implementation plan being brought to the October board meeting for agreement ahead of the Government's October 30<sup>th</sup> deadline.

## **Summary**

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

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

## **Recommendation**

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

### **1) Programmes**

This section provides a headline update on the LEP’s main programmes. More detailed performance information on individual programmes can be found at agenda item 11.

#### **Growing Places Fund**

Ipswich Winerack – construction of the building is progressing well. £2m of the £5m LEP loan has now been drawn down and the majority of the remaining £3m is likely to be drawn down during the 2018/19 financial year. The first of the housing units in the development are likely to be completed by the spring of 2019 with occupation soon after. In line with the LEP request fire precaution steps for the development are being closely monitored and an interim paper on this has been requested from Carters, who are constructing the building.

Ipswich Malthouse – work is underway to convert the former Malthouse building in Ipswich into small business units and drawdown of the LEP loan of £600k commenced in July 2018. The remainder of the loan will be drawn down in full before the end of the 2018/19 financial year.

Atex Developments, Stowmarket – Development of this Business Park began in July and works will be advanced enough for the developer to submit claims for the drawdown of the LEP loan in September.

Proserv, Great Yarmouth – drawdown of the full £1.5 million investment occurred in July and the new site is fully operational. Feedback from Proserv to the LEP has been extremely positive regarding the new building and the impact on their operation.

#### **Growth Deal**

The focus for the Growth Deal team has been developing grant agreements for the eight new projects approved by the Board earlier this year. This has helped to accelerate spend, however there is some slippage in this financial year. The Growth Deal Performance Report and appendices provide more details, including actions being taken.

The Board is also being asked to approve the Government Dashboard this month, confirming the spend and outputs of the programme from April- June this year.

A Board paper proposing a focused call to allocate the remaining Growth Deal funding will go to the Board in October.

#### **New Anglia Capital**

New Anglia Capital achieved its first financial return in July 2018, when the £150k loan made to Fraser Well Management in February 2016 was repaid with interest. The loan helped FWM to retain skilled personnel during the oil price crash, with 9 out of the original 11 skilled staff still employed by the Great Yarmouth based company today.

Retaining these key personnel has allowed the company to diversify and expand away from the UK into the worldwide market, supplying specialist oil and gas well management and services.

### **Growth Programme**

Following extensive negotiations supported by the LEP Chair and senior staff in the LEP Executive over the summer period, a three-year extension to the Growth Programme funded by the European Regional Development Fund has now been secured, the offer being received during the first week of September.

This ensures, subject to satisfactory performance, that the Growth Hub, business start up schemes and the Small Grant Scheme will continue until at least August 2021.

The total ERDF offer equates to around £12.9m of financial support, with the programme generating the same value in match funding, making the total value of the programme over 6 years around £25.8m, which is the largest ERDF programme in the region.

### **Growing Business Fund**

The Growing Business Fund has performed strongly all year and is forecasting to spend or exceed the current budget allocation for the 2018/19 financial year.

Of particular note is the award to LDH La Doria, an ambient food importer who have chosen to build a £41.6m innovative food storage and distribution centre on the former British Sugar site in Sproughton, Ipswich, one of the Space to Innovate Enterprise Zone sites.

A £500k grant award from the GBF programme has helped to secure the investment, creating a minimum of 29 new jobs by 2020 and a flagship new occupier for the site which has lain empty for a number of years. Further investment in the local infrastructure will also be provided as part of the regeneration of the local area.

## **2) Strategy**

This section provides an update on the work being undertaken by the LEP’s strategy team since the last board meeting. This includes work around skills, infrastructure, transport and sector development.

Work on the Economic Strategy Delivery Plan and Local Industrial Strategy is covered separately under agenda items six and seven.

### **Skills**

#### **Eastern Institute of Technology**

The Eastern Institute of Technology bid has been successful securing one of the fifteen places in governments composition. The partnership has been invited to submit a detail bid in November. Government have issued interim guidance. Several groups have been established with a key focus on different aspects of the bid. An employer dinner will take place on October 2<sup>nd</sup> to review progress to date and provide further steer to shape a compelling bid.

Further employer engagement will take place over the autumn to widen the support and develop the curriculum offer. A financial model can be submitted to Government in October and will be commented on without it having an impact on the outcome at this stage. Although

progress is positive, further work on establishing a coherent and engaged group of stakeholders is fundamental for the ultimate success of the IoT.

### **Sector Skills Plans**

All our key sectors now have a sector skills plan which has been endorsed by the Skills Board. Many of the sectors are working through the recommendations laid out in the plans. Some, such as Life Sciences, still need an established group who are willing to take this forward, this will be addressed over the coming weeks.

The Educations and Skills Funding Agency (ESFA) have agreed an extension of the work that Skills Reach are undertaking. This will result in a further four plans being produced with the initial ones being Education, Emerging Technologies and Creative Industries.

### **Infrastructure**

#### **Building Growth Group Utilities Infrastructure workshop – 20 September**

As previously communicated, the Building Growth Group is holding a workshop looking at the barriers to productivity in the construction industry associated with utilities infrastructure. The collaborative workshop will focus on how we can collectively overcome these barriers.

#### **Local Energy East Strategy**

Comments on the endorsement draft were received from all Local Authorities in Norfolk and Suffolk and minor amendments are being made accordingly. A launch event is being planned for early October, as is a Norfolk and Suffolk Delivery Plan workshop, looking at what we need to do to the deliver on the Strategy’s ambitions.

#### **Greater South East Energy Hub**

The Greater South East Energy Hub is a collaboration of eleven LEPs who are working together to increase the number, quality and scale of local energy projects being delivered across the South East of the UK. The Regional Hub Manager started in post on 3 September and will be working closely with a Norfolk and Suffolk Project Manager to ensure our local ambitions are well understood and promoted. A formal launch of the Hub will happen in October.

#### **New Anglia Climate Change and CO2 Reduction Plan**

Johnathan Reynolds and David Richardson attended a meeting on 29 June with other UEA academics and a representative from the LEP Executive Team to discuss taking forward the New Anglia Climate Change and CO2 Reduction Plan.

The meeting followed a request from the LEP board to see how carbon reduction targets might be included in our Economic Strategy.

The meeting explored how we might deliver the ambitions of the Climate Change Committee’s sector focussed work locally. The UEA were keen to work collaboratively to develop more recent emissions data than current government reporting. More up to date evidence would help us to model scenarios and develop options and recommendations aligned with the Local Energy East Strategy and to help refine options on delivery of the new Economic Strategy.

A scoping report will act as a catalyst to provide a replicable framework for the LEP Network and show Climate Change Committee that we are leading the way in this work area. This work is currently being pursued with UEA.

## **Transport**

### **Local Transport Board Meeting – 18 September**

The Local Transport Board will be visiting the Transport Systems Catapult in Milton Keynes on 18 September. They will also receive a presentation from Highways England on the new Lower Thames Crossing.

### **Transport East**

Dominic Keen will represent the LEP at the next Transport East meeting in Bury St Edmunds on 14 September. At the last meeting the forum agreed to focus on three main strategic themes: ports and airports, supporting growth and coastal communities.

### **East West Rail**

The New Anglia LEP will be represented for the first time at the East West Rail Consortium meeting in Cambridge on 11 September.

### **Great Eastern Main Line Rail Taskforce**

The Taskforce last met on 2<sup>nd</sup> July and Network Rail has commenced work on a Rail Study for the Great Eastern Main Line. The purpose of this study is to determine what the new baseline for economic growth is, given the introduction of a new fleet of trains and a revised timetable coming into operation during 2019.

Network Rail’s study will feed into the development of a wider economic study and a Strategic Outline Business Case which will be published in Spring 2019.

The Business Case will comply with the Department for Transport’s new enhancements funding process. New Anglia LEP is contributing towards the cost of employing consultants to undertake the wider economic study and develop the Strategic Outline Business Case. The LEP will also lead a programme of stakeholder engagement in support of the revised business case early in the New Year working closely with Network Rail and the train operator.

## **Sector Deals**

### **Nuclear Sector Deal, Offshore Sector Deal**

Linked to the Industrial Strategy, the Nuclear Sector Deal was published on 27<sup>th</sup> June. Since publication, the LEP has been working closely with Cumbria LEP, Heart of the South West LEP and the Nuclear Advanced Manufacturing Research Centre on the Supply Chain and Productivity Improvement Programme to pull together a bid.

The three LEPs are working together to attract £3m of the £10m announced by Government as part of this programme, with NAMRC bidding to secure the rest on a national basis for larger manufacturers in the nuclear supply chain.

The proposal from New Anglia LEP would see our region learn the lessons from Hinckley Point C’s supply chain programme and look to build on the Sizewell C supply chain portal managed by Suffolk Chamber of Commerce. Another exciting announcement in the Sector Deal was regarding the potential for the East to host an Eastern Hub of the National College for Nuclear.

The Offshore Wind Sector Deal is expected to be published later this year. The LEP is working closely with local stakeholders and government to ensure that our expertise is recognized in the Sector Deal, similar to the references to our region in the Nuclear Sector Deal.

### **Strength in Places Fund**

The LEP brought together local stakeholders to collaborate and submit a bid to the Government’s Strength in Places Fund. Given the specifications in the proposal, it was decided that UEA would lead the expression of interest. The expression of interest (Digital New Anglia) was submitted on 25<sup>th</sup> July.

Digital New Anglia (DNA) will focus on the digital technology cluster, with its key subsectors of software development; telecommunications and networking; digital marketing; digital media; gaming and gamification; and e-commerce. Developing this cluster will benefit other key Area clusters: Agriculture and Food, Energy, and Finance, all end users of innovative digital technology.

Successful expressions of interest will receive up to £50k seedcorn to develop full stage proposals over a period of 24 weeks. After the second, full stage assessment, a number of the highest quality proposals will then receive funding for between 3 – 5 years, depending on the individual proposal, to deliver a bespoke package of interventions in that locality. In this first wave of funding, UKRI expects to fund between 4 and 8 bids.

## **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. Our place branding activity is covered separately under agenda item 5. Work on the LEP review is covered separately under agenda item 8.

### **Inward Investment and International Relations**

#### **The Dutch Connection**

The New Anglia LEP chairs a ‘Trading with the Netherlands’ task force aimed at progressing a range of initiatives to build inward investment and export opportunities between the Netherlands and Norfolk and Suffolk, following a visit to the region last year by the Dutch Ambassador. The group comprises members of Norfolk and Suffolk County Councils, Norfolk and Suffolk Chambers of Commerce, DIT and other sector specific members including Tech East and the University of Suffolk.

As an example, trade missions for the food and drink sector are planned to help open up export and investment opportunities in the Netherlands for our local businesses. A VIP reception will take place at the *Local Flavours 2018* business to business food and drink event in Norwich on 26<sup>th</sup> September with buyers from the Netherlands in attendance. A return visit by local Norfolk and Suffolk businesses is being arranged for the *Horecava 2019* event in January, one of the most significant food and drink business expos in the Netherlands.

Progress is also being made with a new alliance formed with the Drenthe province in the Netherlands following a recent visit by Senior Government officials.

A formal signing of a collaboration agreement (MOU) between Drenthe Province, New Anglia LEP, Suffolk County Council and Norfolk County Council occurs on the 14<sup>th</sup> September with a

plan to develop new sector development, investment and trade activity and the progression of a possible EU Interreg project.

### **MIPIM UK**

New Anglia LEP and Local Authority partners have once again joined forces with a major presence planned for *MIPIM UK* next month at Olympia in London. *MIPIM UK* is the UK’s leading property summit with over 3000 participants, 95% from the private sector, including investors, financial institutions and land developers.

With a major exhibition stand, (72sqm) promoted under the ‘East’ banner, a range of Norfolk and Suffolk commercial and housing development sites and investment opportunities will be presented at the event.

A business reception is also planned for day one of the two day event with John Howard presenting on his experience of doing business in the East with major investments in Norwich and Ipswich, including the iconic ‘Wine rack’ project, supported by New Anglia LEP.

### **Government liaison**

#### **Energy Minister meeting**

Chris Starkie participated in a meeting with Energy Minister alongside colleagues from Great Yarmouth Borough Council, Norfolk County Council and Peel Ports to discuss development opportunities for the East in the energy sector.

Chris Starkie provided an update on the LEP’s proposed Local Industrial Strategy and the clean energy theme, which was supported by the minister.

The meeting has led to a number of further conversations with officials, including a visit to Great Yarmouth by Alex Williams, a deputy director in the Department of Business, Energy and Industrial Strategy, to carry on the discussions in more detail.

#### **DEFRA meeting**

On 26<sup>th</sup> July, James Allen from the LEP executive, attended the first LEP Network food and drink roundtable with DEFRA and DIT present. Government departments were keen to improve their links with LEPs and better understand the geography of the agri-food sector.

Discussions focused around inward investment opportunities, food and drink supply chain mapping, exports and the upcoming Food and Drink Sector Deal. Similar to the other Sector Deals, LEPs were informed that there would be an opportunity to get involved once the Sector Deal goes to the negotiations phase.

DEFRA have followed-up since the meeting offering to provide light touch feedback from their policy teams on any drafts of our local industrial strategy (within their directorate they have teams dedicated to Skills & Workforce, Innovation, Food Procurement & Sustainability, Industrial Strategy, Economic Evidence).

#### **RAF Lakenheath**

The base is reviewing tenders for development work to accommodate new planes and update their facilities. We have been supporting Forest Heath District Council with the procurement work and are planning to run a supply chain event in October to prepare the businesses for this work and other major project.

Galliford Try and Wates are sponsoring this event and we are supporting them with contacts through our FAME database plus we have offered to promote through the usual social media channels. We are also planning to have a presence on the day alongside the Growth Hub. This will be a major opportunity for the area as we can secure local supply chain work.

### **MP Engagement**

The LEP continues to proactively engage with our MPs. Some headlines include:

#### **South Suffolk Taskforce**

The LEP continues to support the work of the South Suffolk Taskforce which is led by James Cartlidge. The taskforce was established to react to the closure of the Delphi site in Sudbury. To support the taskforce the LEP has produced a brochure promoting the site to potential buyers, which is now being distributed to British embassies worldwide through the Department of international Trade. There is now some interest in the site, although details are being kept confidential.

Chris Starkie and Chris Dashper last week participated in an engagement session by the taskforce, which met a number of businesses from the Sudbury area as well as holding a question and answer session for members of the public.

#### **Norfolk Enterprise Festival**

We have been supporting the organisation of the first Norfolk Enterprise Festival, and provided some sponsorship, for the event, which takes place on Saturday 22 September.

The event is the brainchild of Mid-Norfolk MP George Freeman and will bring together business speakers, the New Anglia Growth Hub advisers and family entertainment to help showcase the best of the county’s rural businesses.

#### **Colmans/Britvic**

The LEP continues to work closely with local authorities liaising with Colmans and Britvic over the closure of the Carrow Works and identifying opportunities for the future use of the site. The LEP is participating in a new East Norwich group looking at the future of the site and the adjacent Deal Ground and Utilities sites.

At the same time the LEP is continuing to work with Condimentum on their plans for a new mustard mill and mint processing plant at Honingham.

#### **Engagement with individual businesses – confidential**

#### **4) 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. More detail on finances can be found in agenda item 12.

##### **Staffing**

There have been a number of staffing changes in the executive team over the summer.

Lesley Van Dijk joined on 3<sup>rd</sup> September as Head of Communications, providing maternity cover for Hayley Mace.

Lesley has recently run her own communications business, and previously held senior communications roles for Land Securities, Surrey & Sussex NHS Trust and the South East England Regional Assembly.

Madeleine Coupe returned from maternity leave on September 3<sup>rd</sup>, returning to her role as sectors and innovation manager.

Following the success of the LEP’s bid to host a Careers Hub Andrew Farley has joined the LEP as Careers Hub Manager. He has extensive experience of education and business, having had a career in sales followed by approximately 20 years at Easton & Otley College. Andrew ran the Schools Engagement work for several years so has good relationships with many schools in the area. He more recently had a short-term contract with the Network for East Anglian Collaborative Outreach (NEACO) – supporting young people to aspire to higher education.

We are also in the process of taking in-house the Enterprise Adviser Network as previously agreed by the board. Discussions are ongoing with Norfolk and Suffolk County Councils as to the best way of delivering this.

We have also recruited two members of staff to support the development of the Cambridge – Norwich Tech Corridor. Penny Bartram, Head of Marketing and Matthew Gooding, Marketing Manager.

These two additional posts, funded by the Local Authority partners and hosted by the New Anglia LEP, will help drive forward new marketing activity to raise the profile of the Tech Corridor for investment and promote events to support local industry clusters in higher value sectors.

The Tech Corridor initiative covers a wide geographic area from Cambridge across West Suffolk and into Norfolk and Greater Norwich and a newly formed business led board is developing a new strategic plan, aligning with the Economic Strategy for Norfolk and Suffolk. In order to deliver the LEP Review, we are currently recruiting three additional posts – reporting and compliance manager, funding manager and sectors and innovation coordinator.

These posts will be funded through the additional revenue funding being awarded by the Government and have been identified following a thorough review of roles and responsibilities by the CEO and COO.

We will also be recruiting replacements for programmes coordinator Tracie Ashford and economic analyst Alex Frost who are both leaving for other roles.

**Core Finances**

Management accounts for the period ending 31 August 2018 – year to date income is £636k with an operating surplus of just over £37k, this is ahead of budget by £16k.

Operating cash balance is £174k which is in line with management expectations.

The LEP’s financial statements to 31 March 2018 were approved by the board in July, via email. A summary of these accounts will be presented at the annual general meeting, after the September board meeting.

**Recommendation**

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



**New Anglia Local Enterprise Partnership Board**

**19<sup>th</sup> September 2018**

**Agenda Item 10**

---

**Title: Programme Performance Report**

---

Author: Rosanne Wijnberg;

Presenter: Rosanne Wijnberg

**Summary**

The review of LEP governance and operations undertaken by PWC recommended that we review and simplify our programme reporting. This paper recommends an approach to Programme Performance reporting which addresses the key concerns raised in the PWC report.

**Recommendation**

The board is asked to:

- Approve the proposed reporting cycle
- Approve the proposed review of Board accountability
- Approve the proposed reporting template (acknowledging that this will be an iterative process)

**Background**

The review of LEP governance and operations undertaken by PWC recommended that the we review and simplify our programme reporting.

This paper outlines an approach that addresses their key recommendations, which included the requirement to:

- Simplify, make more succinct, with further detail in a report appendix
- Focus on key matters
- Show performance against budget
- Link back to the strategic economic objectives

**Key considerations**

We have reviewed our approach to programme reporting and the following proposal:

- Provides as far as possible a standard approach to reporting
- Requires each programme to report against a set of standard questions
- Ensures that the reporting cycle aligns with data availability and external reporting requirements e.g. Growth Deal Dashboard, and that
- The Board receives no more than three Programme Performance Reports for review at any meeting

Programme Reporting Proposal: the following table outlines the proposed reporting cycle.

LEP Programme Reporting Cycle												
Programme	Frequency	Reviewing Board	Notes	Sept	Oct	Nov	Jan	Feb	Mar	May	Jun	Jul
Economic and Programme Dashboards	Quarterly	LEP Board		*		*		*		*		
Growth Deal	Quarterly	LEP Board		*		*		*			*	
Growing Business Fund	9 x per year	IAC	Subset of GD									
Growing Places Fund	Quarterly	IAC	Subset of GD									
Growth Programme	Quarterly	LEP Board			*		*			*		*
Enterprise Zones	Quarterly	LEP Board		*			*		*		*	
Agritech	3 x per year	LEP Board	External report		*				*		*	
New Anglia Capital	2 x per year	NAC Board	Bespoke format									
TOTAL				3	2	2	2	2	2	2	3	1
* NAC Board report scheduled for September due to cancellation of July Board and no August Board												

Appendix 1 – provides an illustrative example of the proposed reporting template, to be used by all LEP delivered programmes.

**Link to the Economic Strategy**

The proposed approach is designed to ensure that we measure performance against targets and monitor the contribution that each programme makes to our Economic Strategy.

**Recommendation**

The board is asked to:

- Approve the proposed reporting cycle
- Approve the proposal on review Board accountability
- Approve the proposed reporting template (acknowledging that this will be an iterative process)

# Appendix 1

Growth Deal Performance Report								
<b>Programme Overview - What is the Growth Deal?</b>								
<b>What is the Overall Programme Status?</b>								
<b>What are our Key Updates?</b>								
<b>What is our Financial Position?</b>								
Financials (£ million)	Actual	Actual	Actual	Forecast	Forecast	Forecast		
Financial Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		Total
Brought Forward								
Gov Allocation								
Spend [Act/Fcst]								
Unallocated								
Carried forward								
<div style="text-align: center;"> <b>2018/19 Expenditure Profile</b> </div> <p>The chart displays quarterly expenditure profiles for 2018/19. The Y-axis represents expenditure in millions of pounds, ranging from 0 to 36. The X-axis shows four quarters: Q1-18/19, Q2-18/19, Q3-18/19, and Q4-18/19. The legend indicates three data series: Qtrly Forecast (orange bars), Qtrly Claims (blue bars), and Remaining spend (grey bars). The Qtrly Claims are consistently higher than the Qtrly Forecast, and the Remaining spend is zero for all quarters.</p>								



**New Anglia Local Enterprise Partnership Board**  
**19<sup>th</sup> September 2018**

**Agenda Item 11**

---

**Title: September Programme Performance Reports**

---

Author: Programme leads;                      Presenter: Rosanne Wijnberg

**Summary**

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

- Growth Deal; Emily Manser
- Enterprise Zones; Julian Munson
- Economic and Programme Dashboards; produced by Alex Frost
- New Anglia Capital; Hannah Smith

**Recommendation**

The board is asked to:

- Note the reports
- Approve the Growth Deal Quarterly Dashboard

## Growth Deal Performance Report

### Programme Overview - What is the Growth Deal?

- Programme duration: April 2015 - March 2021.
- Value: £223m (excluding funding awarded directly to Norfolk County Council).
- Aims: to boost the region's skills, drive innovation, target support to help small businesses to grow and improve transport and infrastructure.
- Contribution to the Economic Strategy: estimated to create 54,750 new jobs, 6,800 new homes and to generate an additional £628m public and private investment.

Capital Projects	Growing Places Fund	Growing Business Fund	EZ Accelerator Fund	Total £m
£163	£28	£17	£15	£223

### What is the Overall Programme Status?

Finance	<b>Amber</b>	Slippage on this year's allocation.
Outputs	<b>Green</b>	On track to meet our forecast outputs.
Delivery	<b>Green</b>	Some slippage on the delivery schedule has occurred but is still within the required government parameters.

### What are our Key Updates?

- Programme progress: generally good and no projects have significant variations. There is still up to £19.087m of funding to allocate in the Autumn.
- Key successes / achievements: 11 legal agreements in place in the last quarter; construction has started on the new Marine Science Centre at Cefas, Lowestoft.
- Key concerns: Slippage on this year's allocation is significant and has increased. The team is working hard to monitor this & bring forward spend where possible.

### What is our Financial Position?

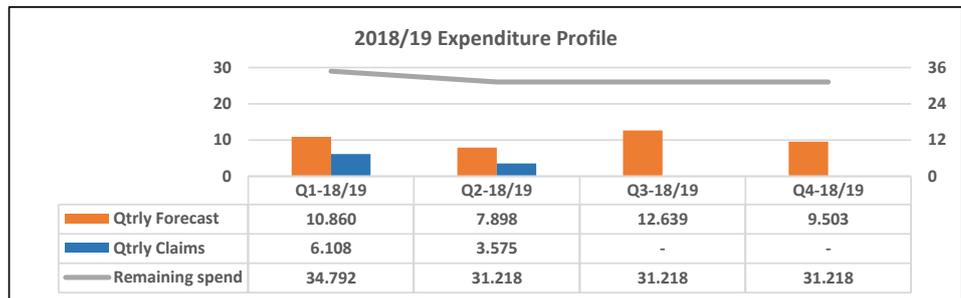
Financials (£ million)	Actual	Actual	Actual	Forecast	Forecast	Forecast	
Financial Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Brought Forward	0.000	12.008	0.000	19.189	11.449	-4.481	-
Gov Allocation	36.900	38.549	41.334	34.660	24.662	47.412	223.517
Spend [Act/Fcst]	-24.892	-50.557	-22.145	-40.900	-33.592	-18.844	-190.930
Unallocated	0.000	0.000	0.000	-1.500	-7.000	-24.087	-32.587
Carried forward	12.008	0.000	19.189	11.449	-4.481	0.000	-

Spend progress quarter by quarter:

- Bulk of Q2 Expenditure Claims due Sept 18.

Unallocated £32.587m

- Capital Projects £19.087m
- Enterprise Zone Accelerator Fund £13.5m



### What is our contribution to the Economic Strategy?

Quarter/ year:

1 (Apr-Jun) 2018

Outputs – cumulative from April 2015 to Quarter 1 2018/19	Actual to date	Forecast to 2021	Progress	Change
New Homes	196	400	49%	+13
New Jobs	1611	2,527	64%	+78
New Learners	428	1,677	26%	+0
Match Funding ('Non-LGF Expenditure')	£205.78m	£360.8m	58%	+£2.243m

Note: in line with government reporting, this data refers to the previous quarter.

- Homes: forecast to be met by development of housing sites adjacent to Bury St Edmunds Relief Road, Lynnsport Access Road.
- Jobs: forecast to be met primarily through Growing Business Fund.
- Learners: forecast to be met following construction of new learning centres, particularly East Coast College and West Suffolk College.
- Match funding: forecast to be met following completion of projects, particularly large scale infrastructure projects.

### What is the Project Delivery Status?

Overall:

Complete	Physically Complete	On track	Small Variation	Significant Variation	Under Development	Total Projects
<b>Black</b>	<b>Blue</b>	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>Purple</b>	-
6	9	14	7	0	8	44
<b>Change</b>	+1	0	-1	+1	0	+1

- Projects complete: Norfolk Superfast Broadband (24 Bbps+) has now reached 90% of premises in Norfolk with the LEP grant.
- Projects change / callout: slippage to East Coast College project due to redesign in line with LEP application, now to be open Sept 2019 rather than Jan 2019.
- Projects new and being developed: 8 in development following approvals from the Board earlier this year.

### What are the Next Steps?

- Prepare the final call to allocate the remaining Local Growth Fund.
- Projects under development for application to Enterprise Zone Accelerator Fund.
- Develop pipeline of future projects to meet the ambitions of the Economic Strategy in readiness for announcements regarding the UK Shared Prosperity Fund.

## Growth Deal Performance Report

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

**Purple: Snetterton Employment Area-** approved by the board in March 2018, to upgrade the electricity capability at the Snetterton employment site. Grant agreement is in progress for funding drawdown this financial year, although the spend forecast has slipped.

**Purple: Cefas Marine Science Hub** – approved by the board in January 2018, to provide a fit-for-purpose facility in the region for the next 40 years. Work is underway, a ground breaking ceremony took place in July 2018 and a Grant Agreement is in development to enable funding drawdown this financial year.

**Purple: Bacton to Walcott Coastal Management Scheme-** approved by the board in January 2018, to extend the life of sea defences at Bacton & Walcott villages and protect nationally important Bacton Gas Terminal. Negotiations are progressing to put a grant agreement in place. Work to commence in 2019.

**Purple: Eye Airfield Access Link Roads-** approved by the board in May 2018, to construct two new roundabouts and a link road to unlock Eye Airfield for development. Grant funding letter will be issued once SCC confirm required profile, possibly slipped to 2019/20.

**Purple: Snape Maltings Flood Defences-** approved by the board in May 2018, for physical flood barrier to protect the Maltings & nearby houses from a 1:20 year tidal surge event. Works will begin in the Autumn (2018). Grant funding letter is in development.

**Purple: Great Yarmouth Flood Defences-** approved by the board in May 2018, to upgrade or replace existing sea defences to protect more homes, business & critical infrastructure. The Environment Agency are now developing the final business case before the LEP develops the grant agreement for 2019.

**Purple: A140 Hempnall Roundabout-** approved by the board in May 2018, to construct a roundabout on the A140 to improve congestion and safety at the junction and support delivery of housing at Long Stratton. Grant funding letter will be issued when NCC highways team confirm required profile, drawdown of funds not expected until 2019.

**Purple: Honingham Thorpe Food Enterprise Park-** approved by the board via written procedure on 12 Jul 18, for initial access infrastructure works to enable site development.

**Amber: Enterprise Zone Accelerator Fund**– majority of funds still require allocation toward co-investment with local authority partners. At the Enterprise Zone Development Group on 15 May 2018, partners were encouraged to submit an expression of interest for their proposals.

**Amber: Norwich Area Transportation Strategy - City Centre Package-** Although we anticipate an overall overspend, the project is 'amber' as delivery of Phase 3, the Prince of Wales Road and Rose Lane gyratory, was delayed pending public consultation, and requires further extension to the funding timeline.

**Amber: Norwich Area Transportation Strategy - A11 Corridor**– work in progress. The project is 'amber' as there continues to be uncertainty in the delivery and expenditure associated with the Daniels Road scheme.

**Amber: Attleborough Sustainable Transport Package**– major delay occurred in 2017 due to public consultation, with £1.2M of funds moved backward into the 2018/19 financial year and similar slippage into the two following years. Planned delivery of most schemes have now been delayed an additional few months and risks slowing the drawdown of grant further.

**Amber: Great Yarmouth Transport Package-** delivery of cycle and pedestrian schemes has improved following delays due to extensive consultation. Overall progress remains

slower than anticipated, although NCC have established a team to plan and manage delivery of this extensive package.

**Amber: West Suffolk College Engineering and Innovation Centre**– Phase 1 to acquire the premises using Growth Deal funds is complete. After a delay to occupation, Phase 2 for part refurbish of the building was approved by the board in May 2018. The Grant Agreement is under development and the work will start shortly, with spend this and next financial year.

**Amber: East Coast College Energy Skills & Engineering Centre** – approved by the board in May 2017. A detailed redesign has taken place in order to keep it within budget, this has led to slippage of around 4 months. This means that the drawdown of funding will be significantly slower than originally anticipated. The new centre will open in September 2019.

**Green: Growing Business Fund** (See Performance Report on the fund).

**Green: Growing Places Fund** (See Performance Report on the fund).

**Green: Suffolk Broadband Programme.**

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

**Green: Beccles Southern Relief Road**

**Green: South Lowestoft Industrial Estate**

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

**Green: Thetford Transport Package.**

**Green: Ipswich Cornhill.**

**Green: Norwich Northern Distributor Road.**

**Green: Great Yarmouth Rail Station Interchange.**

**Green: Great Yarmouth Third River Crossing**

**Green: Ely Area Rail Enhancement Scheme.**

**Green: Lowestoft Flood Risk Management Project.**

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

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

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

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

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

**Blue: Norfolk Broadband programme.**

**Blue: Ipswich Waterfront Innovation Centre.**

**Blue: International Aviation Academy Norwich**

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

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

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

**Black: Haverhill Innovation Centre.**

**Black: Growth Hub Programme.**

**Black: Sudbury Western Bypass Study.**

**Black: Felbrigg Junction Improvement.**

# Growth Deal Dashboard

LEP Name **New Anglia LEP**

This Quarter: **Q1\_1819**

## Deliverables Progress



	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
<b>Housing</b>								
Houses Completed	13	176	7	13	0	0	-	196
Forecast for year	0	0	40	0	0	360	-	400
Progress towards forecast	-	-	18%	-	-	0%	-	49%



	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
<b>Jobs</b>								
Jobs Created	78	173	1,345	78	0	0	-	1,596
Apprenticeships Created*	0	8	7	0	0	0	-	15
Jobs including Apprenticeships	78	181	1,352	78	0	0	-	1,611
Forecast for year	452	558	412	452	506	599	-	2,527
Progress towards forecast	17%	32%	328%	17%	0%	0%	-	64%

\* Apprenticeships included within jobs totals prior to 2017



	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
<b>Skills</b>								
Area of new or improved floorspace (m2)	0	3,944	4,849	0	0	0	-	8,793
Forecast for year	8,967	3,944	4,849	8,967	2,993	0	-	20,753
Progress towards forecast	0%	100%	100%	0%	0%	-	-	42%



	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
<b>Transport</b>								
Number of New Learners Assisted	0	153	275	0	0	0	-	428
Forecast for year	773	72	352	773	480	0	-	1,677
Progress towards forecast	0%	213%	78%	0%	0%	-	-	26%

	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
Length of Road Resurfaced	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0
Length of Newly Built Road	0.0	1.4	2.5	0.0	0.0	0.0	-	3.9
Length New Cycle Ways	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0

## Project RAG Ratings

Project Name	Previous Quarter Q4_1718	This Quarter Q1_1819	Project Name	Previous Quarter Q4_1718	This Quarter Q1_1819
Easton and Otley College	G	G	Great Yarmouth Third River Crossing	G	G
College of West Anglia	G	G	Lowestoft Flood Risk Management	AG	AG
Lynnsport Access Road	G	G	Ely Area Rail Capacity Enhancement	A	G
Bury St Edmunds Relief Road	G	G	Enterprise Zone Accelerator Fund	AG	AG
Kings Lynn Innovation Centre	G	G	Cefas Marine Science Hub	-	AG
Growing Business Fund	AG	G	Bacton to Walcott Coastal Management Scheme	-	-
Growing Places Fund	AG	G	Eye Airfield Access Link Road	-	AG
West Suffolk College	AG	AG	Snap Maltings Flood Defence	-	AG
Norfolk Broadband Programme	G	G	Great Yarmouth Flood Defences	-	-
Suffolk Broadband Programme	G	G	A140 Hempnall Roundabout	-	-
A47 Longwater Junction	G	G	Running Costs	G	G
Norwich Area Transportation Strategy (NATS) C	AG	AG	-	-	-
Norwich Area Transportation Strategy (NATS) A	AG	AG	-	-	-
Ipswich Waterfront Innovation Centre	G	G	-	-	-
International Aviation Academy	G	G	-	-	-
Beccles Southern Relief Road	AG	AG	-	-	-
Haverhill Innovation Centre	-	-	-	-	-
South Lowestoft Industrial Estate	G	G	-	-	-
Sudbury Western Bypass Study	G	G	-	-	-
Attleborough Sustainable Transport	AG	AG	-	-	-
Bury St Edmunds Sustainable Transport	G	G	-	-	-
Great Yarmouth Transport Package	A	A	-	-	-
Ipswich Radial Corridor Improvements	AG	G	-	-	-
Thetford Transport Package	G	G	-	-	-
East Coast College	AG	AG	-	-	-
Felbrig Junction Improvemnet	G	G	-	-	-
Ipswich Cornill	G	G	-	-	-
Snetterton Employment Area	AG	AG	-	-	-
Norwich Northern Distributor Road	G	G	-	-	-
Great Yarmouth Rail Station Interchange	AG	AG	-	-	-

Growth Deal Performance
G

Area lead comments

## Financial Progress

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

LGF Outturn	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21		
Actual	£ 2,090,171	£ 75,448,535	£ 28,621,444	£ 2,090,171	£ -	£ -	£ 106,160,150	
Forecast for year	£ 43,262,000	£ 75,448,555	£ 34,431,000	£ 43,262,000	£ 18,205,000	£ 12,085,178	£ 183,431,733	
Progress towards forecast	5%	100%	83%	5%	0%	0%	58%	

LGF Expenditure	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21		
Actual	£ 6,107,666	£ 73,695,338	£ 22,489,457	£ 6,107,666	£ -	£ -	£ 102,292,461	
Forecast for year	£ 43,262,000	£ 75,448,555	£ 33,295,000	£ 43,262,000	£ 18,205,000	£ 12,085,178	£ 182,295,733	
Progress towards forecast	14%	98%	68%	14%	0%	0%	56%	

Non-LGF Expenditure	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21		
Actual	£ 2,242,622	£ 51,667,508	£ 154,112,825	£ 2,242,622	£ -	£ -	£ 208,022,954	
Forecast for year	£ 196,100,000	£ 51,667,508	£ 65,642,893	£ 196,100,000	£ 20,240,000	£ 27,182,000	£ 360,832,401	
Progress towards forecast	1%	100%	235%	1%	0%	0%	58%	

Total LGF + non-LGF Expenditure	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21		
Actual	£ 8,350,288	£ 125,362,846	£ 176,602,282	£ 8,350,288	£ -	£ -	£ 310,315,415	
Forecast for year	£ 239,362,000	£ 125,362,846	£ 98,937,893	£ 239,362,000	£ 38,445,000	£ 39,267,178	£ 541,374,917	
Progress towards forecast	3%	+100%	+178%	+3%	+0%	+0%	57%	

## Contractual Commitments (manual entry)

	15-17	17-18	18-19	19-20	20-21	Total
Forecast						£ -
Actual						£ -
Variance						£ -

## Commentary

## Section 151 Officer Approved

Name
Signature
Date



**Programme Overview - What are Enterprise Zones?**

- Enterprise Zones are designated development zones with incentives such as business rates relief, a straightforward planning process and business-ready infrastructure
- Driven forward by a partnership between NA LEP, county/district/borough councils, land owners and developers to help encourage the clustering of energy-related businesses (Great Yarmouth & Lowestoft EZ)
- Enterprise Zones have a 25 year life span and enable the retention of rates income to reinvest locally to further boost economic development which are held by local authorities in the forms of Pot A & B with Pot C being retained by NA LEP.
- Launched in April 2012, the GY&L Enterprise Zone has 6 commercial sites across Norfolk and Suffolk
- Norfolk sites are South Denes and Beacon Park in Great Yarmouth
- Suffolk sites are Mobbs Way, Riverside Road and South Lowestoft Industrial Estate in Lowestoft and Ellough Business Park
- Contribution to the Economic Strategy: estimated to create 9,000 jobs over the course of 25 years

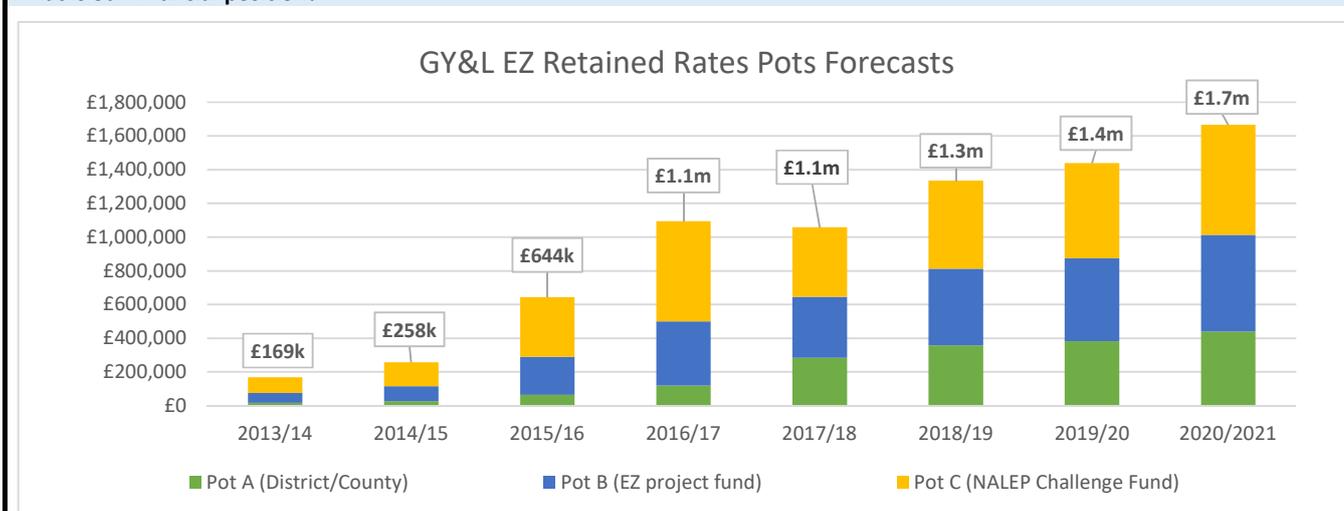
**What is the Overall Programme Status?**

<b>Outputs</b>	<b>Amber</b>	External impact and industry factors adversely affecting development
<b>Income</b>	<b>Green</b>	On track

**What are our key updates?**

- Massive delivery of floorspace and jobs up to the end of March 2018 to take advantage of the EZ business rates relief including Proserv on Beacon Park and BH Bus and Bilfinger Salamis on South Denes
- Phoenix Enterprise Park (South Lowestoft Industrial Estate) delivered Phase 1 in the 1st quarter of 18/19, 7 small starter units and 9 medium units delivered speculatively by Suffolk County Council
- Masterplanning is progressing on the Beacon Park extension site
- Business case being submitted by Waveney District Council and Great Yarmouth Borough Council jointly to the November 2018 Enterprise Zone Working Group to increase Pot B from 35% to 40%
- East of England Energy Zone are taking a stand at Offshore Energy Expo in Amsterdam on 23rd and 24th October to promote the region and EZ

**What is our financial position?**



**What is our contribution to the Economic Strategy?**

OUTPUTS	Cumulative from Apr 2012 to Mar 2018	Change (Q1 Apr-Jun 18 figures)	Cumulative total	Forecast to 2021	Progress (%)
Number of jobs in EZ	1,704	4	1,708	2,970	58
Number of businesses moving in	51	2	53	81	65
Private sector capital investment (£m)	£ 40.84	£1.08	£ 41.92	£50	84
Floorspace - new and refurbished (m2)	52,223	2,654	54,877	62,000	89

**Next steps**

- Develop new inward investment and promotional material to help market and raise the profile of the Enterprise Zones to inward investors and expanding businesses
- Develop stronger partnership activity with DIT, Growth Hub and key commercial and Government partners
- Promote commercial opportunities at MIPIM

**Programme Overview - What are Enterprise Zones?**

- Enterprise Zones are designated development zones with incentives such as business rates relief, a straightforward planning process and business-ready infrastructure
- Driven forward by a partnership between NA LEP, county/district/borough councils, land owners and developers to help encourage the clustering of innovative businesses (Space to Innovate EZ)
- Enterprise Zones have a 25 year life span and enable the retention of rates income to reinvest locally to further boost economic development which are held by local authorities in the forms of Pot A & B with Pot C being retained by NA LEP.
- Launched in April 2016, the Space to Innovate Enterprise Zone has 10 commercial sites across Norfolk and Suffolk
- Norfolk sites are Norwich Research Park, Scottow Enterprise Park, Egmer Business Zone and Nar Ouse Business Park (King's Lynn)
- Suffolk sites are Princes Street Office District, Waterfront Island and Futura Park (3 Ipswich sites), Stowmarket Enterprise Park, Sproughton Enterprise Park and Suffolk Park (Bury St Edmunds)
- Contribution to the Economic Strategy: estimated to create 18,500 new jobs over the course of 25 years

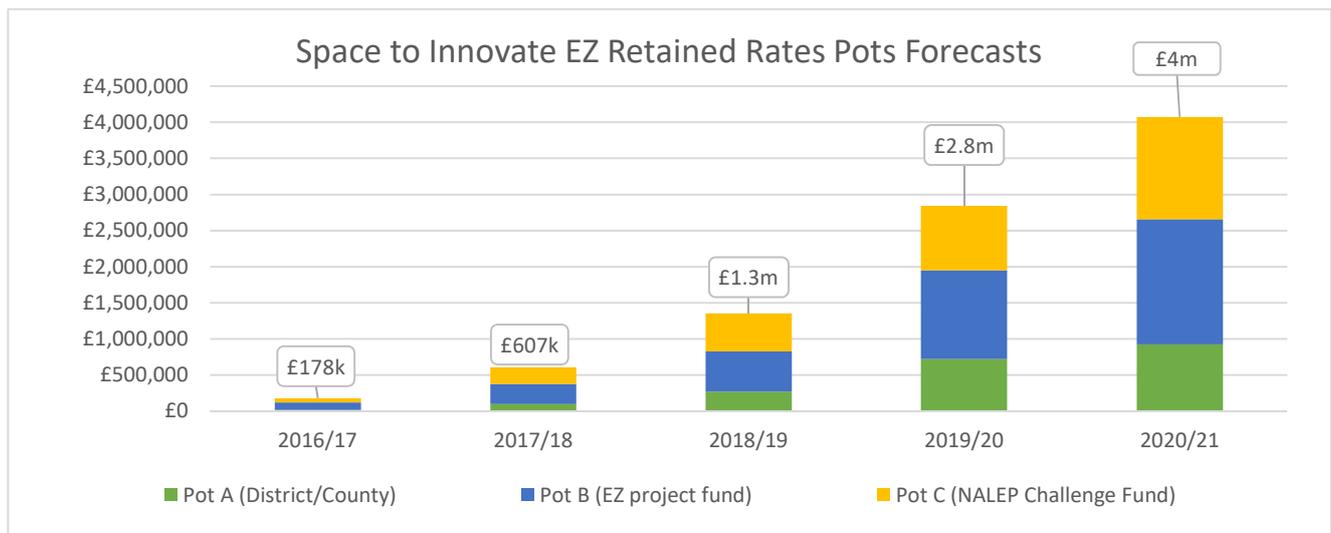
**What is the Overall Programme Status?**

<b>Outputs</b>	<b>Amber</b>	Outputs lower than expected in first 2 years due to delayed start in site development
<b>Income</b>	<b>Green</b>	On track

**What are our key updates?**

- Good progress across a number of the 10 development sites, including significant delivery on the Princes Street site, with Birketts moving into their new HQ, Providence House, and additional jobs and business locating to the Connexions building
- Masterplan finalised for the Nar Ouse Business Park site and planning for the next phase of development submitted
- Quadram Institute (NRP) expected to be occupied Q3 this year with substantial additional funding recently received from BBSRC
- Outstanding legal agreements for Norfolk sites being taken to NCC's Policy & Resources Committee in September 2018

**What is our financial position?**



**What is our contribution to the Economic Strategy?**

OUTPUTS	Cumulative from Apr 2016 to Mar 2018 (2 years)	Change (Q1 Apr-Jun 18 figures)	Cumulative total	Forecast to 2021	Progress (%)
Number of jobs in EZ	438	365	803	5,414	15
Number of businesses moving in	80	12	92	188	49
Private sector capital investment (£m)	13.25	4.81	18.06	80	23
Floorspace - new and refurbished (m2)	9,684	7,266	16,950	114,500	15

**Next steps**

- Develop new inward investment and promotional material to help market and raise the profile of the Enterprise Zones to inward investors and expanding businesses
- Develop stronger partnership activity with DIT, Growth Hub and key commercial and Government partners
- Promote commercial opportunities at MIPIM

# New Anglia LEP quarterly economic dashboard - Q4 2017/18

Data as of August 2018, covering period Jan-March 2018

## Labour market

Associated Economic Strategy (ES) indicators

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

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

**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)

## Economic output & growth

Associated Economic Strategy (ES) indicators

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

**GVA PER HOUR OF**  
**£39**  
BY 2036

**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 market

Associated Economic Strategy (ES) indicators

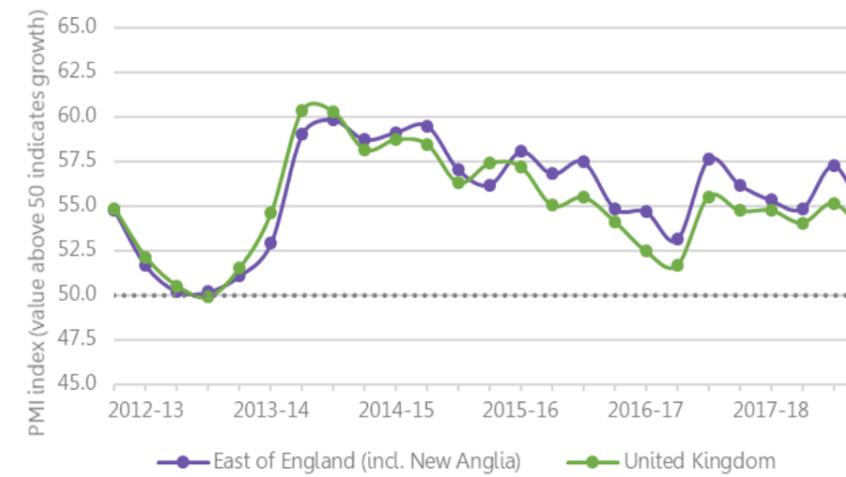
**140,000**  
NEW HOMES  
BY 2036

**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)

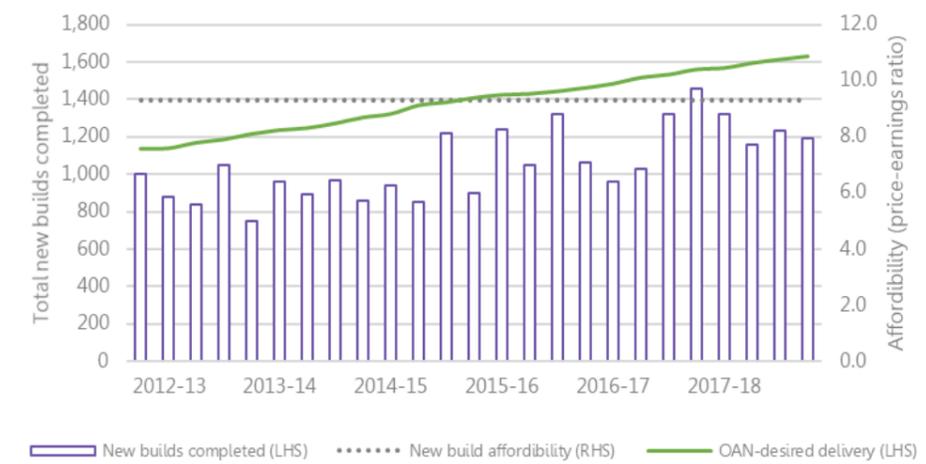
### Employment rate and jobs



### Economic activity - PMI composite index



### Housebuilding and affordability

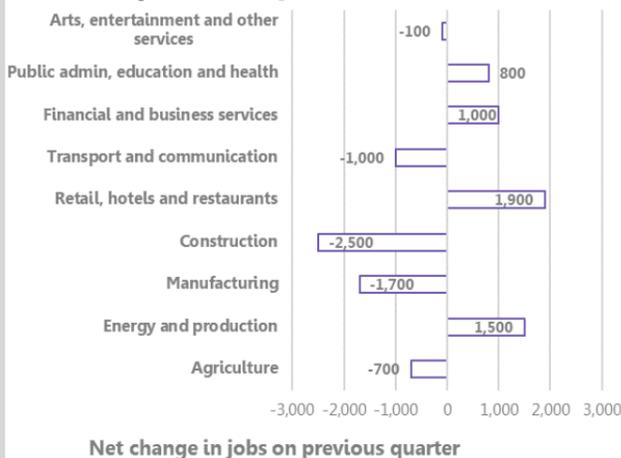


Leading indicators show local labour market conditions remain positive heading into the new financial year.

The employment rate for prime-aged workers (77.8%) continued to increase between January March, and sits comfortably ahead of the UK average (75.6%) and close to its record-high.

This has largely been driven by more people moving into the labour market from unemployment, with the unemployment rate dropping sharply from 4.7% to 4.3% after a sudden increase in Q3 due to the roll out of Universal Credit locally.

### Sectoral profile - Q4 17-18



### Comparator profile - Q4 17-18

	Employment rate	Unemployment rate
	(and p.p. change on previous quarter)	
<b>New Anglia</b>	<b>77.8%</b> <b>0.2%</b>	<b>4.3%</b> <b>-0.4%</b>
East of England	78.3% <b>0.1%</b>	3.9% <b>-0.4%</b>
East Midlands	75.7% <b>0.6%</b>	4.1% <b>-0.1%</b>
South East	78.7% <b>-1.2%</b>	3.6% <b>0.4%</b>
South West	79.3% <b>0.7%</b>	3.6% <b>-0.3%</b>
United Kingdom	75.6% <b>0.4%</b>	4.3% <b>-0.2%</b>

Despite this the rate of job creation locally remains steady, indicating local residents may be finding employment opportunities outside of the two counties (i.e. out-commuters).

Therefore, progress towards the associated ES indicators likely remains steady, but with a positive outlook heading into 2018-19.

The regional economy of the East - encompassing Norfolk and Suffolk as well as neighbouring counties - experienced a slowdown in growth over Q1 but remains one of the strongest performing in the country, according to the IHS Markit Purchasing Managers' Index (PMI).

A recognised barometer of short-term economic activity, an index reading above 50 signals an increase in activity (i.e. growth in economic output), whilst a reading below 50 signals a decline. The greater the divergence from 50, the greater the rate of change indicated.

Between January and March, regional managers reported a cooling in economic activity with a PMI reading of 54.4, down from 57.3 in Q3. This was the second lowest reading since 2013, but remained comfortably ahead of the UK average (53.4), and was the 4th highest rating of all its regions.

The adverse weather ("Beast from the East") over February and March may have been a contributing factor towards this slowdown, whilst the post-Christmas period is a notoriously quieter period for economic growth.

Such trends will likely translate into a slower than anticipated start towards the ambition for £17.5bn of additional growth in the local economy, though there are potentially positive signs around the productivity ambition when considering the stable rate of job creation.

### Comparator profile - Q4 17-18

	PMI index reading
	(and index point change on previous quarter)
<b>East of England</b>	<b>54.4</b> <b>-2.8</b>
East Midlands	57.9 <b>1.8</b>
South East	53.5 <b>-1.3</b>
South West	53.8 <b>0.8</b>
London	52.7 <b>-2.7</b>
United Kingdom	53.4 <b>-1.7</b>

It appears the adverse weather ("Beast from the East") over February and March had only a limited impact on local housing delivery, with the rate of completions dropping by only 2.5% between January and March, compared to a national average of 41.8%.

However, the number of new homes started dropped much more sharply (by 16%), which will likely impact on future delivery. Unsurprisingly, delivery remained below the OAN (Objectively Assessed Need, which was used to inform setting of the ES indicator) desired delivery for the two counties. Since 2012, this desired level of delivery has been reached in only one quarter (out of 25).

Demand remains buoyant, with prices accelerating during the quarter. The 1.5% quarter-on-quarter increase in the average price of a new build property outpaced the UK and regional (including the wider Eastern and South Eastern market) averages, with prices now just shy of the £280,000 mark.

This contributed to an increase in affordability pressures though, with the average new build property now costing almost 11x the gross earnings of the average full time worker in the two counties, up from 8x five years previous, and above the UK average (10x) also.

# New Anglia LEP quarterly economic dashboard - Q4 2017/18

Data as of August 2018, covering period Jan-March 2018

## Business & enterprise

Associated Economic Strategy (ES) indicators



**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)

## Earnings & income

Associated Economic Strategy (ES) indicators



**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)

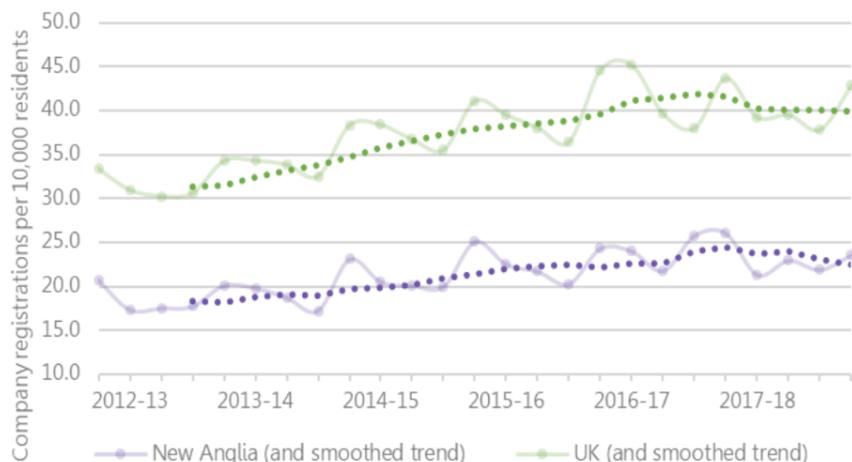
## Skills & qualifications

Associated Economic Strategy (ES) indicators

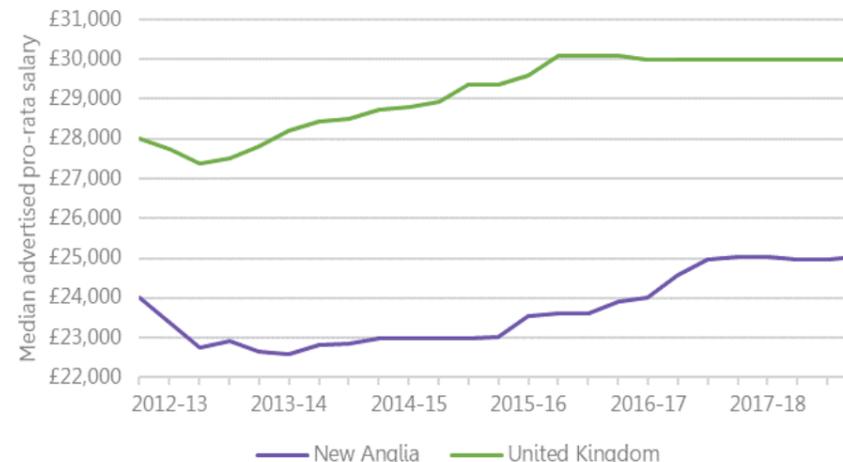


**NOTE:** Proxy metrics (used below) are leading indicators used to informally track quarterly trajectory and context - actual progress of ES indicators will be officially reported annually (Feb)

### Enterprise rates



### Median advertised salary of job vacancies



### Share of job vacancies by skill level



After surging post-2012, local enterprise rates have eased over recent quarters (even when accounting for seasonal volatility.) Though this trend has been replicated across the rest of the country, this slowdown is much more pronounced locally (see smoothed trend above.)

A tighter labour market (in particular high employment) and challenging trading conditions in entrepreneurial sectors (such as retail, food and construction) may be contributing factors towards this slowdown.

Between January and March 2,305 businesses were registered in the two counties, equating to 24 registrations per 10,000 residents. This means local residents are

### Comparator profile - Q3 17-18

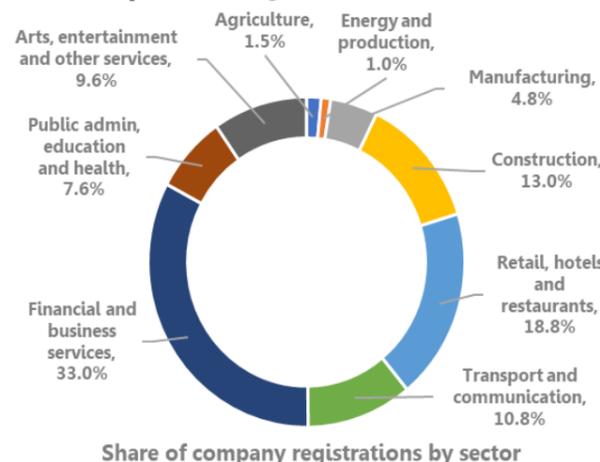
New businesses per 10k working-age residents (and % change on previous quarter)

Region	Rate	% Change
New Anglia	23.6	7.2%
East of England	36.2	16.7%
East Midlands	26.4	14.9%
South East	33.7	8.8%
South West	26.6	14.2%
United Kingdom	42.9	11.8%

almost 50% less likely to register a business than those elsewhere in the country, a gap that has stubbornly persisted in recent years.

Within the context of the associated ES indicator, this likely means that delivery will remain positive but stable, and again disappointing compared to national and regional averages.

### Sectoral profile - Q4 17-18



After consecutive quarters of stationary wage growth, the final quarter of the year saw a small upturn in advertised earnings, with growth of 0.2% between January and March.

Though advertised salaries are only one interaction of wages in the labour market, this provides a reassuring boost towards the challenge of boosting wages and supporting higher-paid job opportunities locally.

Progress remains positive when compared to the rest of the country; in fact, the median advertised salary across the UK has failed to see any substantial increase over the past two years, whilst some regions have even experienced contractions.

### Comparator profile - Q4 17-18

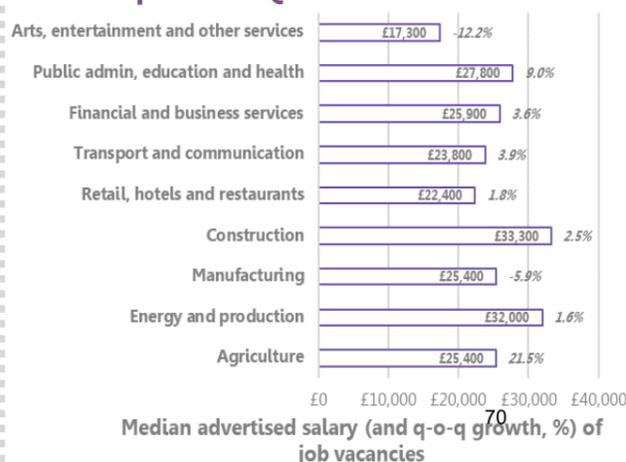
Median advertised salary of job vacancies (and % change on previous quarter)

Region	Salary	% Change
New Anglia	£25,025	0.2%
East of England	£27,850	-0.3%
East Midlands	£26,925	0.2%
South East	£29,450	-0.6%
South West	£27,500	0.0%
United Kingdom	£30,000	0.0%

And though median advertised salaries locally are still some 17% below the UK average (£25k against £30k), this gap has closed by some 5 p.p. (percentage points) on the same quarter in 2015.

Though this means progress towards the ambitious ES indicator likely remains stable, growth potential remains more positive than large parts of the UK.

### Sectoral profile - Q4 17-18



Part of Norfolk and Suffolk's 'earnings gap' can be explained by the lower density of highly skilled (and thus higher paying) job opportunities in the two counties. Between October and December, just under half - 44% - of all job opportunities in the two counties required a degree level qualification (Level 4 equivalent and above), compared with 62% across the UK.

Positively, higher skilled job opportunities are beginning to increase in number after easing off over the 2012-16 period (the slowdown reflecting a relative - though by no means exclusive - shift in job creation to traditionally lower skilled occupations and industries).

### Comparator profile - Q4 17-18

Share of job vacancies requiring L4+ qualifications (and p.p. change on previous quarter)

Region	Share	% Change
New Anglia	43.6%	0.3%
East of England	57.0%	0.4%
East Midlands	53.5%	1.4%
South East	58.8%	-0.4%
South West	58.0%	-0.9%
United Kingdom	61.7%	-0.1%

### Sectoral profile - Q4 17-18



Recent progress has helped the local area 'close the gap' with the rest of the UK though; the gap between the relative share of job opportunities that are highly skilled has closed by 4 p.p. since 2016.

The positivity of such short term trends shows potentially faster than expected progress towards the associated ES indicator.

# New Anglia LEP programme outputs dashboard - Q1 2018/19

Data as of August 2018

## Jobs created

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

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

Primary Economic Strategy (ES) indicators supported

## Private sector investment unlocked

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



GVA PER HOUR OF  
**£39**  
BY 2036

Primary Economic Strategy (ES) indicators supported

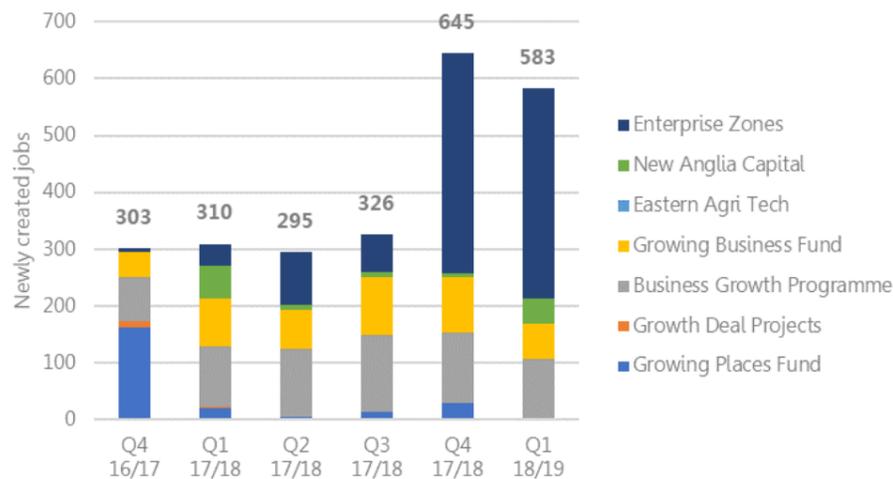
## New dwellings supported

**140,000**  
NEW HOMES  
BY 2036

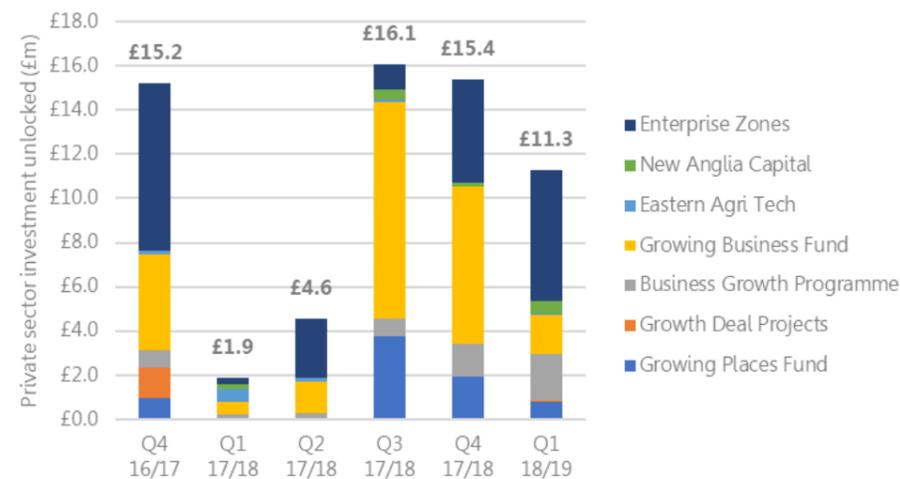


Primary Economic Strategy (ES) indicators supported

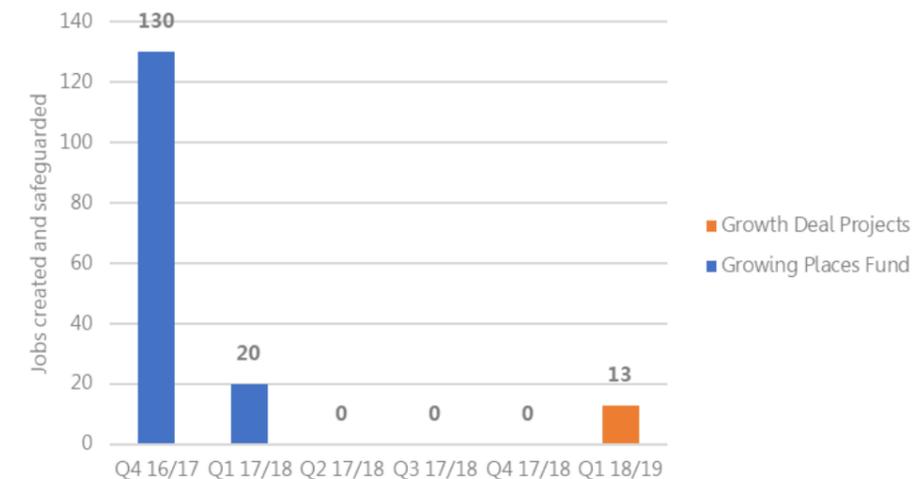
### Newly created jobs by programme



### Private sector investment unlocked by programme



### New dwellings supported by programme



Delivery, this quarter (Q1, Apr-Jun 2018): **583**

Delivery, year to date (2018-19 financial year): **583**

Delivery, cumulative to date (2012-): **7,613**

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

Between April and June, some 583 new jobs were directly created by LEP programmes in Norfolk and Suffolk. Enterprise Zones, Growing Business Fund and Business Growth Programme continue to be the primary drivers, though New Anglia Capital supported the creation of an impressive 44 new jobs.

This robust delivery for the quarter has ensured a strong start towards the ambitious target of 1,950 new jobs over the 2018-19 financial year, which is targeting a rate of delivery almost 40% higher than that delivered historically.

Target, this year (2018-19 financial year): **1,950**

Delivery, year to date, as % of target: **30%**

Delivery, this quarter (Q1, Apr-Jun 2018): **£11.3m**

Delivery, year to date (2018-19 financial year): **£11.3m**

Delivery, cumulative to date (2012-): **£310.0m**

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

Delivery was surprisingly positive in Q1 - traditionally one of the outputs quieter quarters for delivery - with £11.3m of private sector investment unlocked between April and June, more than the Q1 and Q2 totals for 2017-18 combined.

Targeted delivery for 2018-19 financial year stands at a stretching £70.0m. Though the 16% delivery share remains for Q1 falls below desired delivery (25%), this traditionally slow-starting output is expected to see delivery ramp up in future quarters.

Target, this year (2017-18 financial year): **£70.0m**

Delivery, year to date, as % of target: **16%**

Delivery, this quarter (Q1, Apr-Jun 2018): **13**

Delivery, year to date (2018-19 financial year): **13**

Delivery, cumulative to date (2012-): **562**

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

After a spike in delivery over 2016-17 (attributable to a large-scale development in North Walsham) delivery throughout the 2017-18 financial year was subdued, though this specific output does follow a volatile and unpredictable pattern of delivery (which in turn makes target-setting difficult).

The 13 new dwellings supported in Q1 are therefore the first outputs delivered for 12 months, and ensure a solid start towards the target for 200 new LEP-supported dwellings over the 2018-19 financial year.

Target, this year (2017-18 financial year): **200**

Delivery, year to date, as % of target: **13%**

# New Anglia LEP programme outputs dashboard - Q1 2018/19

Data as of August 2018

## New businesses created

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



Primary Economic Strategy (ES) indicators supported

## Jobs paying above the median salary\*

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



Primary Economic Strategy (ES) indicators supported

## Learners & apprenticeships supported

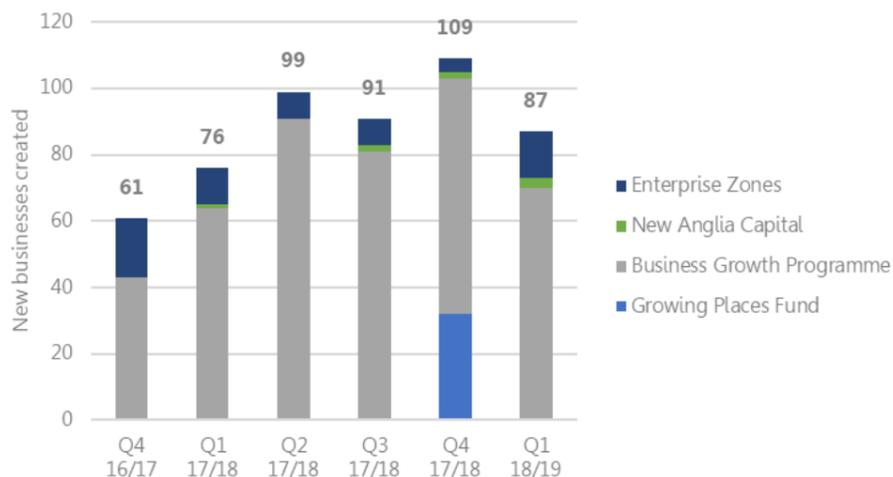
**66%**  
OF THE  
POPULATION  
WITH NVQ3+  
BY 2036



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

Primary Economic Strategy (ES) indicators supported

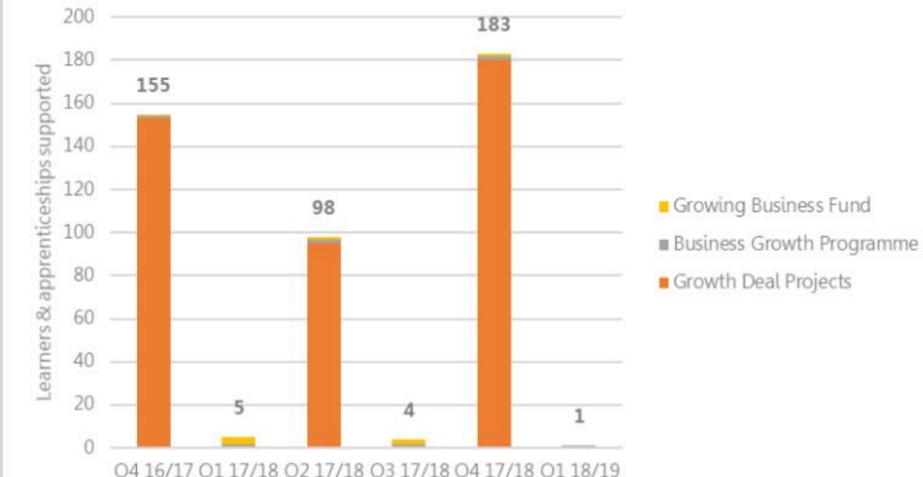
### New businesses created by programme



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



### Learners & apprenticeships supported by programme



Delivery, this quarter (Q1, Apr-Jun 2018): **87**

Delivery, year to date (2018-19 financial year): **87**

Delivery, cumulative to date (2012-): **1,031**

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

Quarterly delivery continued to show positive momentum, with LEP programmes supporting the creation of 87 new businesses in the first quarter of the year. This means that the LEP has now broken the 1,000-mark for business creation since 2012.

This has ensured a strong start towards the ambitious target of 250 new businesses over the 2018-19 financial year, which is targeting a rate of delivery a third higher than that delivered historically.

Target, this year (2017-18 financial year): **250**

Delivery, year to date, as % of target: **35%**

Delivery, this quarter (Q1, Apr-Jun 2018): **13%**

Delivery, year to date (2018-19 financial year): **13%**

Delivery, cumulative to date (2017-): **27%**

Delivering quality jobs through its programmes and interventions - particularly in terms of remuneration - is important for the LEP to achieve the aims and ambitions around inclusive growth and its associated ES indicators.

Between January and March, 14% of new LEP-supported jobs\* were paying above the median wage as a starting salary. This was the lowest quarterly tally recorded yet, though there was an above average number of entry-level roles created in the quarter (which are typically lower-paying, even if only in the short-term.)

A target for a third of all new jobs to be paying above the median salary has been set for the forthcoming year, a slight uplift on historic delivery.

\*Please note currently data is only available for two LEP programmes; Growing Business Fund and the Business Growth Programme. Stated totals may therefore not be reflective of LEP delivery as a whole.

Target, this year (2017-18 financial year): **30%**

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

Delivery, this quarter (Q1, Apr-Jun 2018): **1**

Delivery, year to date (2018-19 financial year): **1**

Delivery, cumulative to date (2012-): **805**

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

After a spike in delivery in the final quarter of 2017-18, delivery for Q1 has been subdued, though like housing this specific output follows a volatile and unpredictable pattern of delivery (and thus is difficult to forecast and set targets for).

Targeted delivery for the year stands at an impressive 450 new learners and apprenticeships - which would represent a 50% uplift in overall delivery for the output - with a number of capital-related projects expected to drive delivery for the year.

Target, this year (2017-18 financial year): **450**

Delivery, year to date, as % of target: **0%**

**New Anglia Local Enterprise Partnership Board**  
**Wednesday 19<sup>th</sup> September 2018**

**Agenda Item 12**

---

**Finance Report**

---

Author: Keith Spanton; Presenter: Rosanne Wijnberg

**Summary**

This report provides board members with an update from the finance department on the LEP's finances to the period ending 31 August 2018. The report includes **confidential** appendices:

Appendix A - core management accounts period ended 30 June 2018

Appendix B – core management accounts period ended 31 July 2018

Appendix C – core management accounts period ended 31 August 2018

Appendix D – core monthly and year to date graphs

**Management accounts**

The LEP's core income and expenditure account and graphs for the months ended 30 June 2018, 31 July 2018 and 31 August 2018 are shown in confidential appendix A, B, C and D.

Year to date - 31 August 2018

Headline figures for the five months are: Total income £636,244 of which £311,665 represents core contribution with recharges and other income of £324,579 making up the balance. Costs to 31 August total £599,183 leaving a surplus of £37,062, ahead of budget by £16,240. Details of any larger variances will be explained at the board meeting

**Annual accounts for the year ended 31 March 2018**

As there was no July board meeting it was agreed at the June board to approve the draft annual accounts via email. This has now been done and the accounts approved.

Although the LEP are able to file abbreviated accounts for transparency a full set of statutory accounts will be filed after the annual general meeting.

**Annual funding letters**

The funding request letters for 2017/18 have been sent out to the leaders of the local authorities during August, with a copy of the letter and invoice also being sent to the chief executives.

### **Audit and Risk Committee**

The LEP's Audit and Risk Committee met on 6 September. The panel interviewed three audit firms who had been selected as part of the recent audit tender. The audit and risk committee will make a recommendation and there will be a verbal update at the board meeting.

### **Additional capacity funding**

Government has recently announced there will be additional revenue funding available to support the implementation of the LEP Review. The annual budget is being amended to incorporate the additional income.

### **Recommendation**

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

## New Anglia LEP Board Forward Plan - 2018

Date	Venue	Forward Looking	Governance & Delivery
17 <sup>th</sup> January	Orbis, Lowestoft	<ul style="list-style-type: none"> <li>● Aims and Objectives for the Year</li> </ul>	<ul style="list-style-type: none"> <li>● Capital Growth Programme projects</li> <li>● Voluntary Community Sector Programme</li> <li>● New Anglia Capital</li> <li>● The Malthouse</li> <li>● (WSC 2nd Phase Project)</li> </ul>
21 <sup>st</sup> February	Marble Hall, Norwich	<ul style="list-style-type: none"> <li>● Economic Indicator trajectories and targets</li> <li>● Brexit Analysis</li> </ul>	<ul style="list-style-type: none"> <li>● Governance review new structure</li> <li>● Annual review of current operational plan.</li> <li>● ERDF bid</li> </ul>
21 <sup>st</sup> March	Jockey Club, Newmarket	<ul style="list-style-type: none"> <li>● Institute of Technology (IoT)</li> </ul>	<ul style="list-style-type: none"> <li>● 2018/19 budget</li> <li>● Capital Growth Programme bids</li> <li>● Growing Places Fund bids</li> </ul>
18 <sup>th</sup> April	Green Britain, Swaffham	<ul style="list-style-type: none"> <li>● Tri Lep Local Energy East Strategy</li> <li>● Cambridge Norwich Tech Corridor</li> </ul>	<ul style="list-style-type: none"> <li>● Scheme of Delegation</li> <li>● LEP Capital budget</li> <li>● Review of professional advisers</li> <li>● Decision Log</li> </ul>
23 <sup>rd</sup> May	Co-op Education Centre, Ipswich	<ul style="list-style-type: none"> <li>● Transport strategy</li> <li>● Enterprise Zones</li> </ul>	<ul style="list-style-type: none"> <li>● Growth Deal Quarterly Dashboard</li> <li>● Capital Growth Programme Projects</li> <li>● PwC report review of implementation</li> <li>● Data Dashboard</li> <li>● WSC 2<sup>nd</sup> Phase</li> <li>● Speculative Development</li> </ul>
20 <sup>th</sup> June	The University of East Anglia	<ul style="list-style-type: none"> <li>● Place Branding</li> <li>● Inward Investment</li> <li>● Skills</li> </ul>	<ul style="list-style-type: none"> <li>● Growing Places Fund Atex Park</li> <li>● Enterprise Adviser Network</li> <li>● Growth Deal Quarterly Dashboard</li> <li>● Local Energy Strategy</li> <li>● Revenues Budget Framework</li> <li>● Capital Growth Programme Honingham Enterprise Park</li> </ul>
18 <sup>th</sup> July	Meeting Cancelled	<ul style="list-style-type: none"> <li>● Opportunity Areas (To October)</li> </ul>	<ul style="list-style-type: none"> <li>● Draft accounts To be approved electronically</li> <li>● Eastern Agritech proposal (To October)</li> <li>● Programme Performance Report (To September)</li> <li>● NAC Bi Annual Update (To September)</li> </ul>
August		<b>No Board Meeting</b>	
19 <sup>th</sup> September	Aviation Academy + AGM	<ul style="list-style-type: none"> <li>● Brand Strategy</li> <li>● Economic Strategy Delivery Plan</li> <li>● Local Industrial Strategy</li> </ul>	<ul style="list-style-type: none"> <li>● LEP Review</li> <li>● Performance Reports (Data Dashboard, Data Dashboard, Quarterly Dashboard)</li> <li>● NAC Bi-Annual Update</li> </ul>
18 <sup>th</sup> October	Sizewell, Suffolk	<ul style="list-style-type: none"> <li>● Opportunity Areas</li> <li>● Nuclear Sector Deal</li> </ul>	<ul style="list-style-type: none"> <li>● LEP Review Implementation</li> <li>● Capital Growth Programme Review &amp; Programme Call</li> </ul>
21 <sup>st</sup> November	Keystone Centre, Thetford		<ul style="list-style-type: none"> <li>● Performance Reports</li> </ul>
December		<b>No Board Meeting</b>	