



NEWANGLIA

Local Enterprise Partnership
for Norfolk and Suffolk



Business Plan 2022-23



Foreword



The national economic context of Covid recovery, the ongoing implications of the UK's exit from the EU, labour and skills shortages and the outcomes of the Government's Levelling Up White Paper set a complex backdrop for our business plans for 2022/23.

As in many organisations, our staff have now been working from home for nearly two years and we have continued to deliver business as usual while taking on new projects to support local businesses. We have also been awaiting further detail of the Government's review of LEPs and the outcomes of the Levelling Up White Paper, both of which will impact the role of the LEP in coming years.

However in spite of that, we have set a budget and business plans for the coming year which continue to build on our local partnerships to deliver impact to help businesses grow and flourish.

The new Norfolk & Suffolk Economic Strategy was launched in January and sets out our ambitions to continue convening local partners across public, private, education and VCSE sectors to collaborate to tackle regional challenges and opportunities. We are committed to helping secure funding for our region, sharing knowledge and evidence and promoting our region to Government and beyond.

Our ambitions as the UK's clean growth region continue to focus on creating a globally recognised, technology-driven economy which is leading the

transition to a zero carbon economy. We want to play our part in making this one of the best places in the world to live, work, learn and succeed in business.

Pages 4 and 5 outline our strategic objectives for the year and pages 6-10 highlight some of our local projects.

Sitting alongside this high level delivery plan are departmental business plans, which detail the activities being undertaken to deliver on our objectives. These are regularly reviewed and updated.

Our Growth Deal and Capital Programme has now concluded, and all funding has been defrayed to existing projects and through LEP sub programmes. We will continue to monitor these projects until outputs are achieved. You can find out more about these programmes on pages 11 and 12.

Chris Starkie

Chief Executive,
New Anglia Local Enterprise Partnership
March 2022

LEP Strategic Objectives

We have set five **strategic objectives** for the coming year. Pages 4 and 5 outline our plans under each of these headlines.

- 1 ▶ Business support and innovation
- 2 ▶ Labour market and skills
- 3 ▶ Supporting place
- 4 ▶ Nationally significant projects
- 5 ▶ Future role of the LEP

LEP Forecast Outputs 2022/23

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

set the following objectives for 2022/23 which will help achieve the overall targets by 2036. The 2021/22 figures are subject to final audit.

JOB

Actual 2021/22
1,376
Target 2022/23
▶ **1,026**



BUSINESSES

Actual 2021/22
303
Target 2022/23
▶ **37**



HOMES

Actual 2021/22
280
Target 2022/23
▶ **130**



PRIVATE SECTOR MATCH

Actual 2021/22
£163.2m
Target 2022/23
▶ **£51.03m**



Our Strategic Objectives



Priority One: Business support and Innovation

We will enhance and enable a proactive approach to business support where net zero, innovation, skills and health and wellbeing are incorporated.

We will lead on driving uptake of net zero and innovation in businesses.

The LEP plays a critical role through our Growth Hub and our business grant programmes in the coordination and provision of business support. The LEP also works through its sector groups and programmes to strengthen local supply chains.

Our focus will be ensuring that businesses affected by the pandemic continue have the support they need whilst increasing the availability and visibility of support for high growth firms as well increasing the number of businesses investing in clean growth and innovation/R&D.

Priority Two: Labour market and skills

The number one issue facing businesses is availability of labour. Our priority through the Skills Advisory Panel and our industry councils and sector groups will be to work with partners to identify solutions to the short-term skills shortages. At the same time we will continue to work with colleagues on the planning and implementation of longer-term skills provision to meet the future needs of business.

We will continue to work with partners to clearly understand the labour and technical skills challenge and identify solutions to implement that address the current shortage as well as the future jobs growth in clean growth.



Peerless Plastics received a Business Resilience and Recovery Scheme Grant.



Priority Three: Supporting place

We will take a strategic lead for our region, building a compelling case which highlights the places in need of levelling up and our strategic opportunities. We will promote the area to government, businesses and people, building the case for investment and attracting business and talent that share our ambitions for clean growth.

Businesses operate in a place and our aim will be to continue attracting investment through our inward investment service and driving forward our Enterprise Zone sites. At the same time we will provide support and expertise to local partners on the implementation of Town Deals and bids to the Levelling Up fund as well as other place based investment.

Priority Four: Nationally significant projects

We will work with partners to maximise the economic benefits and business opportunities presented by Freeport East, Sizewell C, offshore wind developments and other investments of scale. Our convening power enables us to play a key role in connecting partners and businesses with an overarching aim of ensuring that local people and businesses get direct benefits from these national scale projects.

Priority Five: Future role of the LEP

The Levelling Up White Paper begins to determine the future role of the LEP. The overarching internal priority will be for the LEP to work with partners locally and nationally to understand the implications of the White Paper and begin to plan accordingly. This will include securing funding for LEP services such as inward investment, innovation and the Growth Hub.

Delivering growth in 2022/23

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

Business support

Business Growth Programme

New Anglia Growth Hub is one of the UK's leading Growth Hubs and continues to be the 'Go To' place for businesses support, including accessing grants and support from a range of local and national providers. The team now includes specialist Net Zero and skills advisers. The Growth Hub's free, impartial support remains at the forefront of direct help for businesses.

Small Grant Scheme

Our Small Grant Scheme, funding by the European Regional Development Fund, offers grants from £1,000 to £25,000 to help businesses to grow. To date, it has awarded nearly **£4.4m** to **446 projects**, generating nearly **£18.5m** of private match funding.

New Anglia Start-Up Programme

Delivered on behalf of the LEP by enterprise agencies Nwes and Menta, our Start-Up Programme provides face-to-face support and workshops to those seeking to establish their own new enterprise.

During 2022/23 the Business Growth Programme will deliver the following: 700 businesses receiving diagnostic support and signposting to other services. 250 business receiving in-depth business support. 72 businesses receiving grants. £1.6m of private sector funding invested into SMEs. 20 new jobs created.

Road to Net Zero is a pilot initiative, funded by the UK Community Renewal Fund. It includes a grant programme, a business challenge fund and access to consultancy support. Evidence mapping of sectoral opportunities in the net zero journey is being undertaken by the University of East Anglia and University of Suffolk and a series of events and online toolkits will be produced to support SMEs.

Scale Up New Anglia

Our Scale Up Programme provides dedicated bespoke support to businesses with high-growth potential, including one-to-one meetings, workshops, seminars, mentoring and funding. The Programme provides a portal through which businesses can access a range of local and national programmes such as Invest East, Goldman Sachs 10,000 Programme and Innovate UK, as well grant funding and access to finance.

Growth Through Innovation Fund

Our GTI Fund aims to accelerate levels of innovation, research and development in SMEs. Funded by the European Regional Development Fund, it has so far awarded nearly **£822,000** to **47 projects**, generating **£997,000** private match funding. The fund is also complemented by an Innovation Mentoring Scheme, to assist businesses to access higher levels of funding through Innovate UK.

Attracting investment

New Anglia Capital

This equity investment fund invests in pre-revenue and early stage companies looking to grow and create new jobs in the region. Delivered in conjunction with regional angel investors, the programme also supports the growth of the angel network in Norfolk and Suffolk. New Anglia Capital has seen two successful exits to date, from a total investment portfolio of 21 companies. £4m equity investment fund £3.1m invested into 20 projects.

Enterprise Zones (EZ)

New Anglia LEP hosts two Enterprise Zones (both multi-site); the Great Yarmouth and Lowestoft EZ and Space to Innovate EZ. The two zones promote development opportunities across 16 commercial sites in Norfolk and Suffolk focused on key sectors and New Anglia LEP continues to work in partnership with county and district local authorities, landowners and developers to attract investment and deliver local growth, providing incentives where possible.

Work under way on the new leisure facilities on Great Yarmouth seafront.



There is also an ambition to accelerate investment in clean growth and the circular economy under the new Economic Strategy. During 2021-22 major investments and commercial developments have been secured or completed for Norwich Research Park, Suffolk Park (Bury St Edmunds), Eastern Gateway (Sproughton) and Futura Park (Ipswich). The LEP is in discussions with partners to progress commercial development opportunities and projects in a number of key EZ locations including King's Lynn, Great Yarmouth and Stowmarket.

Inward Investment

We will continue to promote Norfolk and Suffolk on a global stage to attract and retain inward investment, taking advantage of new global trading opportunities.

Further work will be undertaken to ascertain market demand and commercial opportunities across more of our key sectors to create high quality leads and attract inward investment, especially in ICT and Digital Creative, Food Processing and Manufacturing as a follow on to our nutrition and healthy food work, Health and medtech as well as exploring potential in the space sector.

Promotional activity will focus on agri food, primarily around healthy food and nutrition as well as more established mainstream processing and manufacturing, clean energy and 5G and digitization. We will continue to promote our key assets, especially Freeport East integrated with a refreshed Norfolk & Suffolk Unlimited campaign.

Strengthening clusters



Industry Councils

Industry councils representing our three high growth strategic opportunities – agri-food, digital tech and all energy – support the work of New Anglia LEP.

They bring together industry leaders, local businesses, public sector and education partners to deliver strong leadership to drive forward our world-leading potential in these sectors. They help to highlight our region's sectors to Government and audiences across the UK and globally.

The Norfolk & Suffolk All Energy Industry Council will continue to support the major energy infrastructure projects planned or under consideration, including offshore wind developments and nuclear new build. The Council will focus on developing skills capabilities and enhancing supply chains as well as promoting our inward investment offer under the new 'Generate' brand.

The Norfolk & Suffolk Agri-Food Industry Council will build on recent activity to develop a stronger 'regional narrative' working with Cambridgeshire and Lincolnshire to promote the investment and innovation opportunities. The Council will continue to work with partners to address the skills and staffing issues affecting the sector as well as identifying opportunities to strengthen supply chains.

The Norfolk & Suffolk Digital Tech Industry Council is progressing plans to build the network of digital and innovation hubs, unlocking our potential in digital technologies. The Council will work with partners to address the digital skills and labour market needs, leveraging the opportunities presented via the new university and college facilities across the region.

Find out more here Sub Boards and Committees - New Anglia 

Sector Groups

In addition to the Industry Councils, the LEP actively supports and attends a number of business sector or networking groups covering our underpinning sectors. They bring together businesses, Government and education partners to help identify, shape and drive forward the sector priorities. There are also a number of emerging niche sector opportunities, including space and marine science.

New Anglia Clean Growth Taskforce

The New Anglia Clean Growth Taskforce provides strategic leadership for our focus, with partners, on the transition to a zero carbon economy.

- ▶ In 2022/23 the Clean Growth Taskforce will:
- ▶ Develop a succinct key message and clear call to action for businesses
- ▶ Deliver a Local Leaders event
- ▶ Develop a strategic, emissions-led approach to evidence and impact
- ▶ Work with large businesses/point source emitters to establish best practise and peer-to-peer learning
- ▶ Develop a deliverable, local evidence-based ambition
- ▶ Deliver the Alternative Fuel Strategy for East Anglia
- ▶ Oversee the delivery of the Road to Net Zero Business Support Programme and any wider clean growth programmes, looking at options for securing further funding

Find out more here Clean Growth Taskforce - New Anglia 

Driving innovation

New Anglia Innovation Board

The Innovation Board plays an important strategic role in helping to shape the innovation agenda across our priority sectors, as well as prioritising a focus on clean growth.

It has an agreed set of high-level strategic objectives:

- ▶ Norfolk and Suffolk are recognised as a centre for pioneering ideas, meeting the challenges we face globally;
- ▶ Science and innovation are net contributors to the Norfolk and Suffolk economy;
- ▶ A highly skilled workforce equipped with the skills necessary to access the techniques and business practices needed for innovation;
- ▶ Existing assets continue to strengthen and develop into a pan-regional innovation ecosystem.

In 2022/23 the Innovation Board will progress plans and activities to enhance cross-sector innovation and the application of science and technology, leveraging our assets across the regional network of innovation centres, universities and research institutes. The Board will also strengthen national and international relations through building links with the Catapult network, Innovate UK and Government departments to raise the profile of the regional innovation opportunities and challenges.

Find out more here

New Anglia LEP Innovation Board - New Anglia 

You can also read our Innovation Prospectus here

New-Anglia-LEP-Innovation-Prospectus-2020-V8-1.pdf (newanglia.co.uk) 

Connected Innovation

The Connected Innovation project, which is a deliverable of the Innovation Board, is providing strategic connectivity and collaboration between regional innovation hubs, with a focus around cross sector innovation, business support and addressing key agendas such as clean growth across Suffolk and Norfolk.

In addition to creating a peer network through joining together the innovation centres, technology parks and universities, it will also develop a single online portal that enables them to engage with organisations such as Innovate UK, the Knowledge Transfer Network, and national Catapults. The project also provides businesses with timely information on funding competitions and other support programmes, as well as networking events, aiming to accelerate the development of new products and services.





Strengthening the workforce

New Anglia Careers Hub comprises of 130 schools across Norfolk and Suffolk and has been set up with the aim of supporting all schools in the Hub with working towards fully achieving all eight Gatsby Benchmarks. This is to be achieved through the support of matched Enterprise Advisers, who are volunteers from local businesses and the team of ten Enterprise Coordinators. Enterprise Coordinators recruit, train and match Enterprise Advisers to schools across the Region. The Careers Hub also supports Careers Hub with CPD sessions, sharing of careers best practice and up to date labour market information to support young people with informed careers choices. Targets for delivery are as follows:

Description	Aug-22 Target
Matched Schools fully achieving Gatsby Benchmark 5	75%
Matched Schools fully achieving Gatsby Benchmark 6	65%
Average No of Benchmarks achieved	5

Skills Advisory Panel

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

In 2022/23 the Skills Advisory Panel will focus on the strategic objective of 'Driving Skills Progression in the Workforce'. Working with Norfolk and Suffolk County Councils we will develop a Skills Hub that provides a fully coordinated regional approach to strengthening the development of the workforce across the Norfolk and Suffolk economy.

Find out more here Skills Advisory Panel - New Anglia



Communications

The LEP will continue to provide strategic communications support for all of our business support programmes and strategic projects.

There will be a focus on promoting our innovation networks, our sector specialisms alongside the work of the Inward Investment team and on delivering stakeholder engagement activity to support the changing and future role of the LEP.

Dynamic evidence base

We will continue to evolve and maintain a robust shared local evidence base that underpins strategies, directs the design of interventions, and supports policy and investment decisions to help ensure impact and value for money.

Growth Deal

Our ambition is to transform the local economy into a global centre for talent and innovation.



To achieve this, we have signed a multi-million pound Growth Deal with Government to boost the region's skills, drive innovation, target support to help small businesses to grow and improve transport and infrastructure.

New Anglia LEP was awarded £290m by Government from the Local Growth Fund to deliver the Growth Deal. The Growth Deal has effectively ended and there is no further Local Growth Fund allocation for the coming year.

Growth Deal Capital Projects Underway 2022-2023

Project Type (Productivity)	Project Name	Project Cost	Total LGF Allocation
Infrastructure	NATS - City Centre Package	£10,115,000	£7,765,000
Infrastructure	Ely Area Rail Enhancement Scheme	£9,646,000	£3,300,000
Ideas & Innovation	Snetterton Employment Area	£4,249,706	£2,650,000
Ideas & Innovation	Norfolk & Suffolk Innovation Network	£735,000	£440,000
Enterprise	Development at Nar Ouse Enterprise Zone	£6,440,000	£3,220,000
People & Skills	UoS DigiTech Centre	£7,970,000	£6,497,000
Place	Lowestoft Flood Risk Management	£67,122,695	£10,000,000
Place	Snape Maltings Flood Defences	£500,000	£125,000
Place	Great Yarmouth Flood Defences	£41,412,334	£8,200,000
Totals:		£148,190,735	£42,197,000

Growth Deal Progress Toward Forecast Outputs

Output Category	Forecast to 2025	Actuals to date	% of 2025 forecast met	Forecast for 2022/23
Jobs Created	3,328	3,236	97%	90
Apprentices	87	92	106%	0
New Commercial Floorspace	38,432	35,716	93%	2,716
New Homes	1,181	841	71%	127
Resurfaced Road (km)	4.40	5.30	120%	0
New Road (km)	27.5	27.5	100%	0.00
New Cycleway (km)	14.3	14.5	101%	0
Learners Assisted	6,563	2,359	36%	1238
Learning Space	32,330	27,488	85%	4,842
Public & Private Investment (£M)	£809,873,600	£769,136,153	95%	£62,068,734
Area of reduced Flood Risk (ha)	1,835,000	0	0%	0
Homes with Reduced Flood Risk	440	222	50%	0
Commercial Property with Reduced Risk	546	4	1%	0

Getting Building Fund

New Anglia LEP was allocated £32.1m from the Getting Building Fund at the beginning of August 2020 for a wide-ranging package of projects that will support the local economy.

In Norfolk and Suffolk, the funded projects are expected to deliver benefits throughout the two counties, focussing on key sectors including tourism, food production, health and social care, and energy. The funding will enable a number of local market towns to become more resilient. Direct support has

been given to businesses through the Business Resilience and Recovery Scheme. There is more emphasis on green recovery and cleaner, sustainable growth, with the indicative outputs including green space, energy efficiency and greenhouse gas emission savings.

Getting Building Fund Capital Projects Underway 2022-2023

Category	Project Name	Anticipated Project Cost	Total GtgBF Award
Regeneration	Burtons Creative Hub	£6,500,000	£3,000,000
Cultural Sector	Great Yarmouth Strategic Seafront Regeneration	£26,000,000	£2,500,000
Regeneration	Cornhill Redevelopment, Bury St Edmunds	£9,800,000	£2,750,000
Clean Energy/Resource Efficiency	GY Operations & Maintenance Campus	£18,000,000	£6,000,000
Regeneration	North Walsham Town Centre Revitalisation	£1,600,000	£1,170,000
Clean Energy/Resource Efficiency	Micro- Generation & Storage of Electricity	£1,600,000	£800,000
Digital Infrastructure	Suffolk Broadband	£16,225,000	£2,500,000
Digital Infrastructure	Local Full Fibre Network, Norfolk	£2,056,320	£2,056,320
Health and Wellbeing	Integrated Care System Academy, Ipswich	£13,000,000	£4,000,000
Innovation	Broadland Food Innovation Centre	£11,580,000	£2,700,000
Totals:		£106,361,320	£27,476,320

Getting Building Fund Progress Toward Forecast Outputs

Output Category	Forecast to 2024/25	Actuals to date	% of 2025 forecast met	Forecast for 2022/23
Jobs Created (Incl. Apprentices)	644.0	5.0	1%	308.0
Additional Construction Jobs	25.0	15.5	62%	0.0
Safeguarded Jobs	1,070.0	618.6	58%	0.0
New Homes	24	0	0%	24
New Commercial Floorspace	16,301	0	0%	0
Institutions Assisted	588	52	9%	100
Super/Ultrafast Broadband connections	5,114	0	0%	5,014
Learning Space	4,500	0	0%	4,500
Learners Assisted	386	0	0%	126
Public Realm or Green Space	6,154	0	0%	154
CO2 Avoided	280,900	0	0%	0
Public investment (£M)	£74,875,983	£16,089,860	21%	£29,552,233
Private investment (£M)	£13,186,000	£5,450,691	41%	£4,250,000

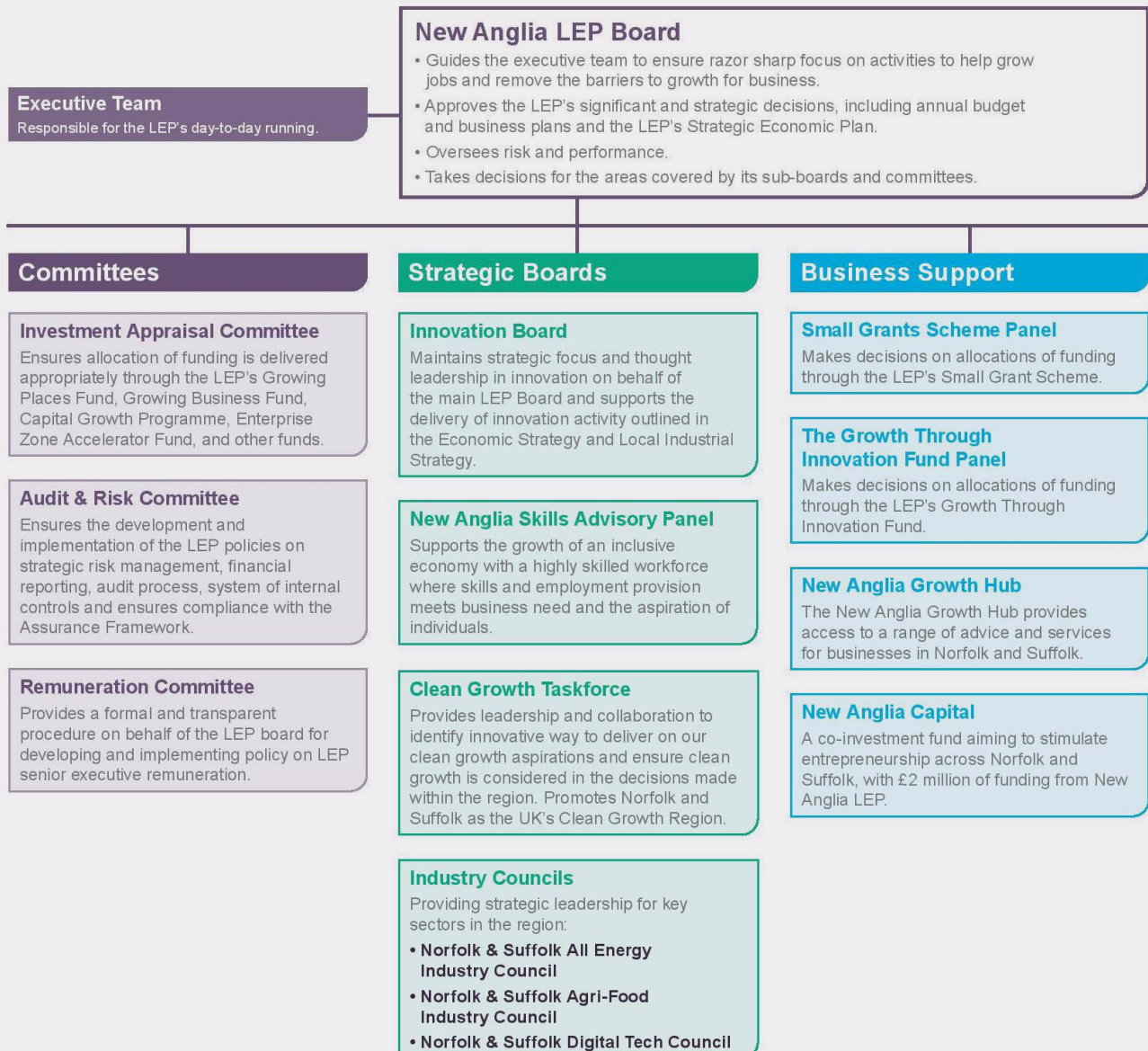
Our Board

New Anglia LEP's board is business-led. It is comprised of highly committed leaders from the private sector, public sector and education. View details of our board members online at newanglia.co.uk/our-board.

Their role is to guide and advise the executive team to ensure a sharp focus on activities to help grow jobs and remove the barriers to growth for business. The board is required to approve the LEP's significant and strategic decisions, including its annual budget, business plans and the Economic Strategy. It also retains overall responsibility for risk and performance.

Our board members give their time voluntarily to support the LEP. Dates for board meetings, agendas, papers and registers of interests for all board members are available at newanglia.co.uk/our-board

More information about how the LEP operates, and its processes and procedures can be found in its Local Assurance Framework. <https://newanglia.co.uk/governance-decision-making-and-faqs/> This covers how our board is formed and governed, how our decisions are made and how our programmes are funded and managed. It also provides the Government with assurance that the LEP is operating correctly.



Our Commitment

We are committed to work with our partners across business, business support organisations, local authorities, public health, education providers and VCSE to:



❖ **Collaborate** – to secure and aligning investment and actions to build a cleaner, more inclusive, and productive economy.

❖ **Inspire** – the next generation, current workforces, businesses, VCSE organisations and communities to innovate, embrace automation and clean growth through strong collaborative leadership.

❖ **Innovate** – exploiting our expertise and innovation capabilities to pioneer solutions to the major challenges facing the world in the 21st century. Ensuring we capitalise locally on the application and diffusion of this innovation and the emerging growth opportunities.

❖ **Invest** – in people, sustainable infrastructure, innovation, social and environmental value, health and wellbeing, leveraging in more investment to deliver on our ambitions.



NEWANGLIA

Local Enterprise Partnership
for Norfolk and Suffolk



For more information, please visit newanglia.co.uk

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Figures are correct on 04 March 2022