



INTEGRATION PLAN TEMPLATE

INTRODUCTION AND GUIDANCE

The Levelling Up White Paper set out the UK Government's ambition for more integrated, better aligned and empowered local institutions with the tools they need to unlock economic growth and 'level up' at a local level. To that end, the Government is encouraging the integration of LEPs and their business boards or private sector membership into mayoral combined authorities (MCAs), the GLA and institutions with devolved powers for the purpose of hosting a county deal.

This document is intended to provide an illustrative template for those developing integration plans. It should be read in parallel with the guidance published on Local Enterprise Partnership integration on 31 March 2022, available at the following link:

<https://www.gov.uk/government/publications/local-enterprise-partnerships-integration-guidance>

It is expected that the process of integration planning will be led by the body that is taking on LEP functions and roles – i.e. the local authority, (M)CA or institution with devolved powers for the purpose of hosting a county deal, depending on the preferred local solution – working in close partnership with the relevant local LEP(s). The respective local LEP(s) should play a key role in co-developing the plan and should sign it off prior to its submission to government for consideration.

It is recognised that the formal process of transferring any assets, loans, investments or liabilities between existing LEP(s) and local democratic institutions will require agreement between both parties. This form should not therefore be considered a substitute for following the relevant laws and regulations that will apply in such cases. The purpose of this form is instead to aid the process of integration and inform the direction of any future government funding.

In areas currently without a devolution deal, the government will not expect local partners to submit an integration plan; LEP integration will be considered as part of any future negotiations.

The precise blend of LEP services and functions to be integrated will differ depending on local circumstances. In many areas, LEPs are already well integrated into their local (M)CA. Those leading the process of integration planning are therefore asked to complete only those sections of this form which apply in their case.

The document is structured around the following key themes:

- SECTION 1: CORE INFORMATION
- SECTION 2: GEOGRAPHY & GOVERNANCE
- SECTION 3: BUSINESS VOICE
- SECTION 4: PROJECTS, PROGRAMMES AND SERVICES
- SECTION 5: FINANCE & ASSETS
- SECTION 6: STAFFING
- SECTION 7: TIMESCALES & DELIVERY
- SECTION 8: PUBLIC SECTOR EQUALITY DUTY

It is recognised that many of the issues covered in this template will require further development and testing ahead of any formal integration. Those completing the document are therefore encouraged to share as much detail as possible, including any emerging solutions where plans are yet to be finalised.

Where the preferred local solution is to integrate an existing LEP into more than one authority, it is likely that separate forms will be needed for each individual area. However, the process of integration planning may require that both plans are developed in parallel. Government officials will be happy to discuss making alterations to this template to aid the sharing of information on a case-by-case basis,

Any commercially sensitive information may be submitted in parallel to the main integration plan. The use of annexes is also recommended for non-sensitive issues where more detail is required.

Completed plans should be sent to the central LEP Integration inbox (LEP.Integration@levellingup.gov.uk) and copied to the relevant Area Lead in the Cities and Local Growth Unit.

The first deadline for submission of plans to government is 23:59hrs on Friday 29 July 2022. Where more time is needed, local partners are encouraged to contact their local Area Lead to discuss future submission dates. The government remains keen to work with local partners to allow LEP functions and roles to be integrated into local democratic institutions at the earliest practicable opportunity.

SECTION 1: CORE INFORMATION

Core Details & Current Arrangements	
1.1 Name of LEP which is to be integrated.	New Anglia LEP (NALEP)
1.2 Name of authority into which the LEP is being integrated.	Norfolk County Council NB - NALEP is being integrated into its two geographic counties: Norfolk County Council (NCC) and Suffolk County Council (SCC). This plan has been completed by NALEP and Norfolk County Council and sits alongside the Suffolk submission.
1.3 Current relationship with the LEP	The leader of Norfolk County Council is a LEP board member. The chair and chief executives are members of the Norfolk Public Sector Leaders Board.
Integration Leads	
1.4 Contact details for integration leads	LEP Chief Executive - Rosanne Wijnberg NCC Director of Growth and Investment - Chris Starkie

SECTION 2: GEOGRAPHY & GOVERNANCE

Geography		
2.1 (a) Is the local LEP geography coterminous with the (M)CA boundary or the area over which a devolution deal is being negotiated?	Yes <input type="checkbox"/>	No x
2.1 (b) If not, does the area situated outside the MCA or devolution deal geography constitute a functional economic area?	Yes x	No <input type="checkbox"/>

Norfolk is a self-contained labour market, in part due to its peripheral and coastal location, but also due to the distance from other regional cities and the limited connectivity of the transport network. It is an area covered by a single County Council and seven districts, who work together to protect and improve the functional economic area by meeting economic development, environmental and social challenges collectively. With over 100 miles of coastline, significant historic and cultural assets, two nationally recognised educational institutions (the University of East Anglia and Norwich University of the Arts), rural landscapes, coastal communities, market towns and three urban centres, Norfolk boasts a unique and distinctive identity, strengthened by its people's passion and pride of place.

Norfolk has a rich history of innovation and manufacturing, creating some of the most iconic British brands and products, shipped around the world for centuries. This is assisted by our premier knowledge bases such as the University of East Anglia, Norwich Research Park, Lotus cars and Aviva. Norfolk has the scientific, creative, engineering and professional skill base to help grow the UK economy.

Norfolk covers an area of 5,400 square kilometres and is home to over 900,000 people and 39,000 businesses (predominantly SMEs). The County's foundational economy was built on agriculture and manufacturing. While both remain important sectors there has been significant diversification and investment into clean energy, financial services, agri-food, agri-tech and life sciences research. Today the economy generates £19bn of GVA per annum.

The county has Enterprise Zones (Great Yarmouth South Denes & Beacon Park, King's Lynn NarOuse, Norwich Research Park and North Norfolk Scottow Enterprise Park) and is part of the Cambridge-Norwich Tech Corridor. Norfolk is home to both a fast-growing digital tech sector as well as internationally renowned research into food and agri-tech. Norfolk has diverse engineering and advanced manufacturing expertise that can turn cutting-edge research and ideas into products and services, in addition to being well positioned for the growing clean energy sector totalling £39bn over the next 20 years, with the Southern North Sea offshore wind market poised to increase significantly in both pace and scale to meet expectations around Net Zero.

The A11 **Cambridge Norwich Tech Corridor** represents dynamic and growing sectors, which have significant linkages and interdependency. They also benefit from considerable local supply chain, and talent pipeline. Sectors include manufacturing, advanced engineering, food and life sciences. Linked to the A11 tech corridor, is what's becoming known as the Norwich Research Triangle. This triangle joins expertise at the Norwich Research Park (the largest single-site concentration of research in food, health and life sciences in Europe, fostering a unique mix of world-leading research) to the engineering expertise at Lotus and Hethel with further growth planned to establish a technology hub in the region with potential to create in excess of 500 further jobs by 2026, leverage £500m investment and safeguard the area as a centre for sports

car operations. The triangle then links to the world class agri-food expertise at the Easton Food Enterprise Park, just off the A47. In addition to recent investments such as the Broadland Food Innovation Centre, the Food Enterprise Park aims to position itself as the leading site for Controlled Environment Agriculture in the world. To date £60m has been invested in sites and building facilities.

King's Lynn and West Norfolk have huge potential, with lower land values. There are opportunities to capitalise on good rail and road links, just under an hour away from Cambridge, to attract investment and boost productivity and GVA to the local economy in the manufacturing and engineering sectors. This could cement King's Lynn as the place for SMEs to thrive by attracting and retaining skilled innovators to generate enterprise and high value employment for the town, by building on the NarOuse and NORA developments.

Norfolk has rapidly become a global leader for offshore wind. Shallow water, deep-water ports and ideal weather conditions of the Southern North Sea offer developers and their supply chains, the perfect environment for multi-billions of pounds worth of investment. Some of the world's biggest wind farms are being built off the Norfolk coastline including, Norfolk Vanguard East and West, East Anglia Hub, in addition of 4 extension projects; Sheringham Shoal, Dudgeon, North Falls and Five Estuaries. **Great Yarmouth** is ideally situated to capitalise on this growth and accelerate new jobs in the local supply chain. Facilities such as Beacon Park and the deep-water port will unlock this growth. Businesses looking for modern offices, industrial units or development land, including quayside space, can take advantage of the Great Yarmouth and Lowestoft, with sites in and around the ports, aiming to support growing clusters of energy related companies.

Norfolk is at the forefront of tackling the challenges and opportunities of climate change. Strengths in energy generation and usage, and high-tech, sustainable agri-food present major opportunities, in particular the cross-sector opportunities which will have a major contribution to the UK's transition to a post-carbon economy.

Thanks to the booming offshore wind cluster, Great Yarmouth, a relatively deprived coastal town, generates £1.8bn of GVA. Meanwhile Greater Norwich is becoming a dynamic innovative city with a burgeoning data science cluster, fin-tech start-ups, research institute and an array of cultural and arts attractions. 20% of Norfolk's GVA is generated in Norwich alone. If this current momentum is built on, and Norfolk's GVA per capita approaches the England average, the economy could generate a net additional £5bn per year, a 25% increase. This would require multi-pronged effort to create and expand new businesses and jobs, attract more large companies into Norfolk, smartly leverage major investments like offshore wind.

The regeneration of **East Norwich** will deliver the largest brownfield development in the East of England Region and will ensure early and successful implementation of the allocation strongly supported by the emerging Greater Norwich Local Plan. It is an ambitious project to create a sustainable new urban quarter for the city, supported by the preparation of a masterplan for East Norwich and a commitment to substantial future investment. The regeneration of East Norwich will support manufacturing, digital creative, professional services and tourism.

Cultural tourism is also a hugely important economic contributor to Norfolk, attracting people to live and work in the county. It supports more than 54,000 jobs and contributes about £2.8bn to the local economy with further potential to grow in the next five years. The area's vibrant cultural sector boasts award-winning theatres and major international festivals.

Norfolk's economy is sizeable, however its current per capita GVA is much lower at £21k when compared to similar regions and the national average of £27k. This is explained by the legacy strength of lower-GVA generating sectors, such as manufacturing and agriculture, that have suffered productivity declines over the last decade.

Norfolk's rates of business and job creation lag behind national average at 13% for business creation (against 29% nationally) and 9% for job creation (against 14%). These county-level statistics mask significant regional variation. The higher-than-average contingent of agricultural and tourism businesses means that pressure on seasonal labour supply, rapidly escalating materials and energy costs, combined with destabilisation of logistical supply chains poses a pertinent threat to our economy.

Historically, Norfolk is a lower wage, lower skill economy – Median resident earnings are £28,571 vs £32,944 in East of England – over £4000 more per year. Whilst skills levels have increased, the gap between Norfolk and national figures has increased. For example, Norfolk residents with Level 3 qualifications is 5% lower than the national average and NVQ4+ is 5% lower than national average. This gap is widening over time and also highlights 7% of Norfolk population (over 64,000 people) have no qualifications at all.

Without Government-funded programmes, a significant proportion of Norfolk's growth potential will not be achieved as critical employment space to accommodate the fast-growing sectors such as clean energy and high-value manufacturing will not be brought forward by the market. Potential private sector led growth in the region will also be greatly assisted by the geographic clusters, by utilising the A11 corridor through to East Norwich, the energy cluster in Great Yarmouth, and manufacturing cluster in King's Lynn – leveraging existing infrastructure investment.

2.2 (a) Do you consider it is viable to maintain a separate LEP for the area situated outside the MCA or devolution deal geography?

Yes

No

N/A, as NALEP covers only the counties of Norfolk and Suffolk.

2.2 (b) If not, please describe the proposed solution for maintaining relevant LEP functions in the area that will remain outside the (M)CA boundary or devolution deal geography.

N/A

SECTION 3: BUSINESS VOICE

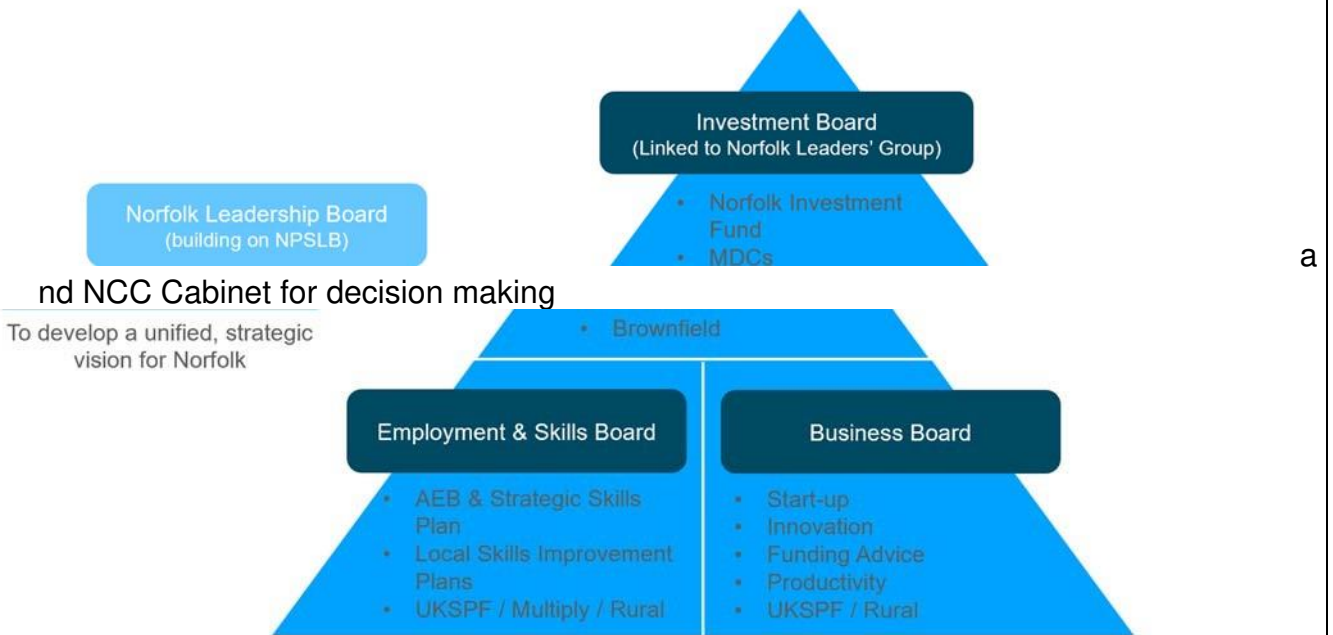
Please set out how you intend to embed a strong, independent and diverse local business voice in the (M)CA or institution with devolved powers for the purpose of hosting a county deal. Answers should cover the following points:

- (a) Proposed Model & Governance Structure** (e.g. a stand-alone business board, subboard or other structure. Please also set out your proposed approach to maintaining any existing thematic sub-boards managed by the LEP);
- (b) Expected Role & Responsibilities** (e.g. how will members be meaningfully involved in local decision making? How will their independence be maintained; and what responsibilities will they have? *In answering these questions, it may be helpful to attach proposed terms of reference setting out the key functions and objectives of independent business members*)
- (c) Membership** (including the mix, balance and diversity of independent business members and any other partners drawn from outside of the business community. Please also set out your proposed approach to utilising existing LEP Board Members);
- (d) Future Recruitment** (including details of how you will ensure business members are openly recruited and politically independent);
- (e) Continuing Partnerships** (e.g. will any board or equivalent structure and its members continue to play a role in any existing partnerships, such as Town Deal Boards?).

(A) Proposed model and Governance structure

The Norfolk Business Board will be a stand-alone business board.

- An unincorporated partnership
- Partnership between business, education and local government to enable sustainable growth in Norfolk
- Strategic board designed to shape policies and create actions to improve Norfolk businesses and employees
- Will sit alongside the Investment Board and Employment & Skills Board within NCC
- The Business Board will also feed into the Norfolk Leadership Board for strategic sounding and, should a county Deal be in place by April 2024, the Directly elected Leader



(B) Expected Role & Responsibilities

The role of the Business Board will be strategic with some commissioning capability, it is expected it will advise the County Council and Norfolk Leadership Board and oversee functions and activity related to business support and growth.

The responsibilities of the Business Board will include:

- Developing an ambitious evidence based economic strategy for the county
- Acting as an advocate for Norfolk’s economy to raise the county’s profile with Government
- Working to attract new business investment into the county
- Convening businesses to understand their needs and ambitions
- Acting as an enabling vehicle for sector specific councils and groups
- Developing and overseeing programmes to support business growth (including start-up, and increasing innovation and productivity).
- Making recommendations for funding projects and programmes to support business growth

Potential role

- Develop economic strategy for Norfolk and advocate on behalf of county
- Oversee/manage programmes transferred into NCC from the LEP -
Oversee/manage pooled revenues e.g. EZ, pooled business rates
- In the event of a devolution deal could have a role in advising the Investment Board and for allocation of UKSPF
- Bid for future funding and programmes

(C) Membership

The Norfolk Business Board will consist of 16 members. This will include business leaders (VCSE), local authority leaders (county and district) and education representatives (FE & HE).

Members will be recruited through external advertisement, with a three year term anticipated.

SECTION 4: PROJECTS, PROGRAMMES AND SERVICES

Current and Future Activity

4.1 Please list the projects, programmes and services currently delivered by the local LEP. (Please indicate in the description where activity is delivered jointly with another partner).

In each case you should indicate whether, subject to receiving equivalent funding, the (M)CA or institution with devolved powers for the purpose of hosting a county deal would continue to undertake each activity. Where a different set of functions/services is being delivered for a neighbouring area, you should repeat the exercise for that area.

Title	Short Description (1-2 sentences)	Will the activity continue once the LEP is integrated? (subject to future funding)	
		Yes	No

		<input type="checkbox"/>	<input type="checkbox"/>
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Service	Description and future proposal	Will the activity continue? (subject to future funding)
Inward Investment	<p>Description Service focused on working with Department of Business and Trade and the market to attract both UK and International investment to Norfolk and Suffolk.</p> <p>Future Proposal Continue with joint Norfolk and Suffolk capability until 30/03/2024 with expected extension to 30/03/2025, funded by NCC and SCC. Resources to be employed by Norfolk County Council (2-3 FTE) and Suffolk County Council (1-2 FTE) and operate as a virtual team.</p>	Yes
Growth Hub (Advisors)	<p>Description A team of telephone and front line advisors. Norfolk advisors are employed by the NALEP, Suffolk advisors are employed by YTKO.</p> <p>Future Proposal Norfolk advisors will be transferred into NCC.</p>	Yes
Growth Hub (Back Office)	<p>Description Management and coordination of the Growth Hub, including the CRM system. Staff currently employed by the NALEP.</p> <p>Future Proposal Continue with existing service in Norfolk and Suffolk to 30/03/2025. Current LEP employees to be transferred to SCC and NCC. Review in Apr 2025 in line with new UKSPF funding regime</p>	Yes
Growth Hub (High Growth Service)	<p>Description Service focused on working with local business to support them to expand and grow e.g. access to grants, access to sites, access to staff and training etc.</p> <p>Future Proposal</p>	Yes

	<p>Continue with existing service in Norfolk and Suffolk to 30/03/2025. Current LEP employees to be transferred to SCC and NCC.</p> <p>Review in Apr 2025 in line with new UKSPF funding regime</p>	
Enterprise Zones	<p>Description</p> <p>Enterprise Zones are land and financial incentives to support local business growth. 25-year agreements for retention of business rates.</p> <p>Future Proposal</p> <p>NCC to take on administration and monitoring role, funded via a top slice of revenues. Agreement reached on maintaining Pot A and Pot B agreements in place. Agreement on Pot C revenues being agreed between NCC, District Councils and the LEP.</p>	Yes
Industry Councils & Sector Groups	<p>Description</p> <p>Industry Councils exist for the priority sectors in the Norfolk and Suffolk Economic Strategy and include stakeholders from business, local government and education. The Councils inform the development of programmes and investments.</p> <p>Future Proposal</p> <p>The following industry Councils exist and will continue in the short term on a Norfolk/Suffolk geography where appropriate, subject to availability of funding:</p> <ul style="list-style-type: none"> • Agri-Food • Digital Council • Culture • NAAME (manufacturing) • Finance Industry Group Norwich and Ipswich 	Yes
Monitoring of existing investments and programmes	<p>Description</p> <p>Monitoring of existing investments is required to ensure the numerous funding packages and interventions provided by NALEP (generally from government or ERDF funding including Getting Building Fund, Growing Places Fund etc) are being spent in the agreed manner and are delivering the agreed outputs and returns.</p> <p>Future Proposal</p>	Yes

	Monitoring of Norfolk grants and loans will be integrated into Norfolk County Council	
Innovation Programme and Board	<p>Description The Connected Innovation programme and Board are focused on improving the success of start-ups in new industries in Norfolk and Suffolk e.g. space applications.</p> <p>Future Proposal This will be continued on a two-county basis, with staffing resource integrated into NCC and SCC, operating as a virtual team.</p>	Yes
Creative East	<p>Description Programme to support creative industry businesses in Norfolk, Suffolk, Cambs and Peterborough. UEA lead partner, LEP accountable body</p> <p>Future proposal NCC and SCC are already partners in the project. The project will be continued with LEP's responsibilities transferred to NCC or SCC</p>	Yes
Space East	<p>Description Dedicated programme to develop the space cluster in Norfolk and Suffolk</p> <p>Future Proposal This will be continued on a two-county basis, with resource integrated into either NCC or SCC.</p>	Yes
Clean Growth	<p>Description LEP has developed a project and bid to government around industrial decarbonisation. Existing work is funded by NCC but could be expanded if bid is successful.</p> <p>Future Proposal The programme to be transferred into NCC as a key part of NCC's climate strategy.</p>	Yes

<p>Skills Advisory Panel (SAP) & Skills Hub</p>	<p>Description The Skills Advisory Panel, originally funded by DfE was made up of stakeholders from across business, local government and education and was intended to better inform the Skills training and pathway requirements needed in Norfolk and Suffolk.</p> <p>The Skills Hub is a partnership across SCC, NCC and the LEP and is intended to ensure the skills offer is aligned to local needs and priority sectors.</p>	<p>Yes</p>
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	<p>Future Proposal The Skills Advisory Panel has ceased operating and will be replaced by a Skills Board for Norfolk.</p> <p>The Skills Hub will be reformed on a twocounty basis utilising existing NCC and SCC resources.</p>	
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<p>Careers Hub and Enterprise Adviser Network</p>	<p>Description These activities are focused on providing younger people, including school pupils, with practical advice about career choices.</p> <p>Future Proposal To be integrated into Norfolk County Council, who will operate the service on behalf of Norfolk and Suffolk, if funding is provided.</p>	<p>Yes</p>
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<p>Skills Boot camps</p>	<p>Description Skills boot camps are intended to provide re-training or top up training to people who are changing career course or enhancing existing skills. Boot camps are intensive courses typically over 16 full time weeks.</p> <p>Future Proposal To be integrated into Suffolk County Council, who will operate the service and let the contracts on behalf of Norfolk and Suffolk, if future funding rounds are provided.</p>	<p>Yes</p>
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Economic Strategy and evidence base	<p>Description Economic strategy and evidence base to support local growth planning and to identify priority sectors for investment.</p> <p>Future Proposal Norfolk will develop its own local economic strategy and programme that would sit as part of a wider regional approach.</p>	Yes
Business Grants/Loans (Growth Through Innovation)	<p>Description Grants to help businesses invest in innovation, research and development.</p> <p>Future Proposal Residual funding to be split between Norfolk and Suffolk, with the decision to be made on whether to continue the programme or use the funding for other purposes depending on resources transferred.</p>	Yes

Business Grants/Loans (Business Transition to Net Zero)	<p>Description Grants to help businesses reduce their carbon footprint and increase productivity.</p> <p>Future Proposal Residual funding to be split between Norfolk and Suffolk, with the decision to be made on whether to continue the programme or use the funding for other purposes depending on resources transferred.</p>	Yes
Business Grants/Loans (Growing Places Fund)	<p>Description Loan funding for businesses.</p> <p>Future Proposal Residual funds and existing loans to be split between Norfolk and Suffolk, with the decision to be made on whether to continue the programme or use the funding for other purposes depending on resources transferred.</p>	Yes

New Anglia Capital	<p>Description New Anglia Capital is a separate legal entity (100% owned by NALEP) which makes equity investments in potential high growth companies who do not have access to mainstream finance. New Anglia Capital has £4m of equity investments across 23 start-up companies.</p> <p>Future Proposal Remains as separate company. Investments will be allowed to mature. Top slice of any exits to fund a contract to operate the fund. Net proceeds of any exits will be shared 50-50 between SCC and NCC, to be documented in a legal agreement between the parties. NCC have offered to provide staffing to manage NAC which would sit alongside existing equity fund LCIF.</p>	Yes
UEA Enterprise Fund	<p>Description LEP provided significant funding towards the UEA investment fund which provides grants and equity investment to undergraduate and graduate businesses.</p> <p>Future Proposal Funding has been allocated but responsibility for participation in the programme, including use of the remaining</p>	Yes
	funding, to pass to NCC, including membership of the steering group.	

SECTION 5: FINANCE & ASSETS N.B. Please submit any commercially sensitive information in parallel to the main integration plan, where appropriate.

Commercially Sensitive – Data contained in Confidential Appendix B.

SECTION 6: STAFFING – N.B. This section should be treated with the upmost sensitivity. Please submit any sensitive information in parallel to the main integration plan, where appropriate.

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SECTION 7: TIMESCALES & DELIVERY

Proposed Timescale

7.1 Please indicate your preferred timescale for integrating LEP role and functions.

NCC is working on the basis that NALEP will be integrated on 1st April 2024, based on government position as set out in the Spring 2023 budget and subsequent confirmation statement on 4th August.

Some aspects will be integrated on a 'soft' basis, in the months before 1st April 2024, whilst some financial aspects will not be moved to the NCC balance sheet until after the close audit, likely Autumn 2024.

The LEP as a company limited by guarantee and Suffolk CC as the accountable body, are expected to appoint corporate recovery accountants for the company closedown process.

Governance of the Integration Process

7.2 (a) What mechanisms will be in place to manage the integration process at the local level?

The integration is being managed by senior officers from NCC and the LEP, with specialist support from NCC's Legal, HR and Finance.

The plan will be signed off by the LEP board, NCC's cabinet and will also be shared with the Norfolk Public Sector Leaders Board.

7.2 (b) If the existing LEP is intending to formally cease operation and dissolve following its integration, who will be responsible for managing the transition and any legacy issues?

NALEP is being integrated into Norfolk County Council and Suffolk County Council who will be responsible for managing the transition and any legacy issues.

Knowledge Management

7.3 What is the plan for reviewing records ahead of any formal integration to ensure relevant documents are maintained and individuals can continue to access records for continuing work?

The LEP has established a data room for NCC and SCC colleagues to access and ensure visibility of all documentation and records during the transition process.

As the LEP is being integrated into Norfolk County Council and Suffolk County Council, the councils will take on responsibility for relevant record keeping.

In addition, NCC is anticipating a number of staff transferring from the LEP to NCC which will assist with knowledge transfer.

Approvals

7.4 Has this integration plan been agreed by the relevant boards/persons in both the local LEP(s) and MCA (or institution with devolved powers for the purpose of hosting a county deal)? Please attach a signed letter from the Chair of the local LEP(s) by way of confirmation.

Yes

No

This integration plan has been reviewed by relevant members at NCC, and by the NALEP Board.

SECTION 8: PUBLIC SECTOR EQUALITY DUTY

Public Sector Equality Duty

8.1 Has the Public Sector Equality Duty been considered and complied with in the preparation of this plan?

Yes

No

8.2 Where applicable, please describe any impacts – positive or negative – that have been identified on people based on their protected characteristics? (This section should also highlight the steps taken to mitigate any negative impacts that have been identified)

None have been identified



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The first deadline for submission of plans to government is 23:59hrs on Friday 29 July 2022. Where more time is needed, local partners are encouraged to contact their local Area Lead to discuss future submission dates. The government remains keen to work with local partners to allow LEP functions and roles to be integrated into local democratic institutions at the earliest practicable opportunity.

SECTION 1: CORE INFORMATION

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1.1 Name of LEP which is to be integrated.	New Anglia LEP (NALEP)
1.2 Name of authority into which the LEP is being integrated.	Suffolk County Council Note – NALEP is being integrated into its two geographic counties; Norfolk County Council and Suffolk County Council (SCC). This Integration Plan has been completed by NALEP and Suffolk County Council; Norfolk will make a separate submission.
1.3 Current relationship with the LEP	SCC is the accountable body for NALEP. The Leader of SCC is a member of the NALEP Board. The Chair and Chief Executive of NALEP are attendees at Suffolk Public Sector Leaders.
Integration Leads	
1.4 Contact details for integration leads	LEP Chief Executive – Rosanne Wijnberg SCC Chief Executive – Nicola Beach SCC Director – Andrew Cook SCC Project Lead – Rob Hancock

SECTION 2: GEOGRAPHY & GOVERNANCE

Geography		
2.1 (a) Is the local LEP geography coterminous with the (M)CA boundary or the area over which a devolution deal is being negotiated?	Yes	No ✓
2.1 (b) If not, does the area situated outside the MCA or devolution deal geography constitute a functional economic area?	Yes ✓	No
<p>The geography of New Anglia LEP (NALEP) covers the full counties of Norfolk and Suffolk. It is assumed that, based on government guidance for LEPs to be integrated into the highest level local democratic institution, that NALEP will be split in two, on a county geographic basis.</p> <p>Suffolk and Norfolk have a combined population of 1.675m, over 60,000 businesses, and a 76% employment level, making an overall contribution of £38bn to UK plc. The Suffolk and Norfolk economic strategy identifies priority sectors as agri-food, digital technology, and clean energy, where the region is at the forefront of development and opportunity in the UK. The region has a particular focus on upskilling residents, creating higher value jobs and supporting high levels of sustained new companies.</p> <p>The economy of Suffolk takes in the UK largest container port (Felixtowe) and Freeport East, the home of UK horseracing (Newmarket), the A14, A11 and A12 logistics corridors. There is a strong focus on innovation and research in the county with BT's global research labs at Adastral Park and digital and AI research in Ipswich with the University of Suffolk. The internationally significant Centre for Environment, Fisheries and Aquaculture Science (CEFAS) is based in Lowestoft. The visitor economy is an important source of jobs and business across the county, capitalising on 50 miles of coastline, 2 AONBs, the Brecks and internationally significant heritage with Sutton Hoo, Gainsborough House and the Constable collection in Ipswich.. Suffolk also benefits from proximity to the Cambridge science cluster and out commuting to London, Norwich and Cambridge. Suffolk also currently has more nationally significant infrastructure projects in flight than any other UK county, which bring both opportunities for growth and challenge to protect the natural environment. There is no city in Suffolk; rather the largest centres of populations are Ipswich, Lowestoft and Bury St Edmunds.</p> <p>Suffolk is covered by single County Council and five districts, who work together to protect and improve the functional economic area by meeting economic development, environmental and social challenges collectively.</p>		
2.2 (a) Do you consider it is viable to maintain a separate LEP for the area situated outside the MCA or devolution deal geography?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
N/A, as NALEP covers only the counties of Norfolk and Suffolk.		
2.2 (b) If not, please describe the proposed solution for maintaining relevant LEP functions in the area that will remain outside the (M)CA boundary or devolution deal geography.		
N/A		

SECTION 3: BUSINESS VOICE

Current and Future Activity

Please set out how you intend to embed a strong, independent and diverse local business voice in the (M)CA or institution with devolved powers for the purpose of hosting a county deal. Answers should cover the following points:

- (a) Proposed Model & Governance Structure** (e.g. a stand-alone business board, subboard or other structure. Please also set out your proposed approach to maintaining any existing thematic sub-boards managed by the LEP);
- (b) Expected Role & Responsibilities** (e.g. how will members be meaningfully involved in local decision making? How will their independence be maintained; and what responsibilities will they have? *In answering these questions, it may be helpful to attach proposed terms of reference setting out the key functions and objectives of independent business members*);
- (c) Membership** (including the mix, balance and diversity of independent business members and any other partners drawn from outside of the business community. Please also set out your proposed approach to utilising existing LEP Board Members);
- (d) Future Recruitment** (including details of how you will ensure business members are openly recruited and politically independent);
- (e) Continuing Partnerships** (e.g. will any board or equivalent structure and its members continue to play a role in any existing partnerships, such as Town Deal Boards?).

A) Proposed Model & Governance Structure

Planning work has already taken place between local partners as to the design of an 'integrated LEP'. This has identified a hybrid structure, whereby funded key LEP functions are integrated into Suffolk County Council, along with the creation of a Business Board to provide business voice.

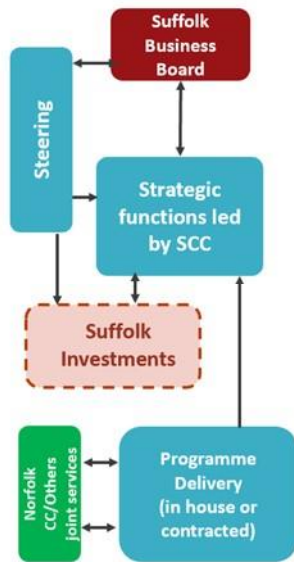
Suffolk has well established democratic structures, in particular:

- Suffolk Public Sector Leaders (SPSL) which includes Leaders and Chief Executives from all Councils, Police, NHS, LEP chairs and Chief Executives.
- Suffolk Chief Executive Officers (SCOLT) which includes all Council Chief Executives along with Police, Integrated Care Board and other Chief Executives.

In addition, a semi-independent entity, Suffolk Investments, will be established for holding Suffolk wide shared revenues, specifically Pot C Enterprise Zone rates income, to ensure all local government partners are engaged in investing these funds into shared Suffolk wide priorities. It should be noted that a significant % of Pot C EZ revenues will be required to fund the Growth Hub services over at least the next 2 financial years.

Suffolk County Council will continue to be the accountable body for the integrated LEP.

The diagram below further sets out the Suffolk proposals.



- SCC as accountable body
Overall structure presents as an independent brand
- Business Board of business members, County Leader, 2 x D/B Leader
Business Board is adviser, and is delegated specific powers as needed
- Strategic functions integrated into SCC
Sub boards (Innovation Board, Culture Board, Agri-Food Board etc)
- 'Suffolk Investments' manage key Suffolk shared revenues, e.g. EZ revenues.
Entity has own directors including Business Board, D&B, and County
- Delivery in house, joint with Norfolk, or external contract

B) Expected Role & Responsibilities

A draft Terms of Reference for the future Suffolk Business Board is currently being developed; a draft is embedded below.

Note, this Terms of Reference will be further evolved over Autumn 2023, during which period there will be an extensive engagement programme with partners and with business to communicate the new structure and to recruit to the Business Board.

The role of the Business Board will be Advisory – it is expected it will advise the County Council, the Integrated Strategic LEP functions, and other Suffolk partners.

The Chair of the Business Board will be a business representative, and the Vice-Chair will be from the public sector.



Suffolk Business Board Terms of Reference

C) Membership

As part of preparation for integrating NALEP, external consultancy advice has been sought to consider good practice and lessons learned as regards business voice and typical structures.

The Suffolk Business Board will be made up of 12-16 members. This will include 1 education representative, 3 council representatives (Leader of SCC, 1 x District Leader, 1 x District Growth Lead representative, with the remaining majority being business representatives.

Recruitment to the Business Board will take place over Winter 2023. It is expected and welcomed that some Suffolk based NALEP Board members will wish to apply to join the Suffolk Business Board; this will help provide continuity across the key programmes and services that Suffolk (and Norfolk) wish to continue, subject to funding.

D) Future Recruitment

Recruitment to the Suffolk Business Board will be via an open process. Local business groups including the Chamber of Commerce and Federation of Small Business will help to facilitate this process.

The County Council will of course seek to ensure the Business Board members are appropriately diverse and representative and will engage across a wide range of groups to ensure this is the case.

E) Continuing Partnerships

Across Suffolk there are of course a range of existing partnerships, boards and programmes that have potential linkages into the Business Board, including Suffolk Climate Change Partnership, the Town Deal Boards for Lowestoft and Ipswich, and a Suffolk Growth Portfolio Holders Group. These initiatives all have programmes in flight; we are therefore keen to reduce risk of disruption to these.

At Norfolk and Suffolk level, the existing NALEP key industry councils covering Agri-food, Digital, Culture, Advanced Manufacturing, Finance, and Energy are keen to continue (as these businesses operate at East Anglia level rather than at Suffolk level) – these industry councils will report into the new Suffolk Business Board (and the Norfolk Business Board, if desired in Norfolk).

An oversight committee will also be created for Suffolk Investments.

It should be noted that planning, convening and operating Boards is an activity funded by LEP core funding; government transition funding has been committed to allow these activities to continue for 2024/25.

SECTION 4: PROJECTS, PROGRAMMES AND SERVICES

Current and Future Activity

4.1 Please list the projects, programmes and services currently delivered by the local LEP. (Please indicate in the description where activity is delivered jointly with another partner).

Set out below are the key projects and services currently delivered by NALEP. Suffolk County Council, Norfolk County Council, and partners, have reviewed these services and agreed which should be continued, consolidated, or closed.

Where projects or services are desired to be continued, this is dependent on funding. The table below notes where funding has not been confirmed by government.

Service	Description and future proposal	Will the activity continue once the LEP is integrated? (subject to future funding)

Inward Investment	<p>Description Service focused on working with DBT and the market to attract both UK and International investment to Norfolk and Suffolk.</p> <p>Future Proposal Continue with joint Norfolk and Suffolk capability until 30/03/2024 with potential extension to 30/03/2025, funded by SCC and NCC. Resources to be employed by Suffolk County Council (1-2 FTE) and Norfolk County Council (2-3 FTE) and operate as a virtual team.</p>	Yes
Growth Hub (Advisers)	<p>Description A team of telephone and front line advisers. Norfolk advisers are employed by NALEP, Suffolk advisers are employed by YTKO.</p> <p>Future Proposal Continue with existing service in Norfolk and Suffolk to 30/03/2025, with services provided by LEP, + YTKO. Review in 2025 when UKSPF funding switches from Districts to County Councils.</p>	Yes
Growth Hub (Back Office)	<p>Description Management and coordination of the Growth Hub, including the CRM system. Staff currently employed by the NALEP.</p> <p>Future Proposal Continue with existing service in Norfolk and Suffolk to 30/03/2025. Current LEP employees to be transferred to SCC and NCC. Review in Apr 2025 in line with new UKSPF funding regime</p>	Yes
Growth Hub (High Growth Service)	<p>Description Service focused on working with local business to support them to expand and grow e.g. access to grants, access to sites, access to staff and training etc.</p> <p>Future Proposal Continue with existing service in Norfolk and Suffolk to 30/03/2025. Current LEP employees to be transferred to SCC and NCC. Review in Apr 2025 in line with new UKSPF funding regime</p>	Yes
Enterprise Zones	<p>Description Enterprise Zones are land and financial incentives to support local business growth with 25 year agreements for retention of business rates.</p> <p>Future Proposal Transition contracts and revenues to Suffolk Investments, who will take on administration and monitoring roles, funded via a top slice of revenues. Pot C revenues will continue to be invested into collective Suffolk priorities as agreed by the Suffolk Investments Board.</p>	Yes

Industry Councils & Sector Groups	<p>Description Industry Councils exist for the priority sectors in the Norfolk and Suffolk Economic Strategy and include stakeholders from business, local government, and education. The Councils inform the development of programmes and investments.</p> <p>Future Proposal The following industry Councils exist and will continue in the short term, on a Suffolk & Norfolk geography where appropriate, subject to availability of funding:</p> <ul style="list-style-type: none"> • Agri-Food • Digital Council • Culture • NAAME (manufacturing) • Finance Industry Group Norwich and Ipswich 	Yes
Monitoring of existing investments and programmes	<p>Description Monitoring of existing investments is required to ensure the numerous funding packages and interventions provided by NALEP (generally from government or ERDF funding including Getting Building Fund, Growing Places Fund etc) are being spent in the agreed manner, and are delivering the agreed outputs and returns.</p> <p>Future Proposal Monitoring of Suffolk grants and loans will be integrated into Suffolk County Council.</p>	Yes
Innovation Programme and Board	<p>Description The Connected Innovation programme and Board are focused on improving the success of start ups in new industries in Norfolk and Suffolk e.g. space applications.</p> <p>Future Proposal This will be continued on a two-county basis, with staffing resource integrated into SCC, and NCC, operating as a virtual team.</p>	Yes
Creative East	<p>Description Programme to support creative industry businesses in Norfolk, Suffolk, Cambridge and Peterborough. UEA lead partner, LEP accountable body</p> <p>Future proposal NCC and SCC are already partners in the project. The project will be continued with LEP's responsibilities transferred to NCC or SCC</p>	Yes
Space East	<p>Description Dedicated programme to develop the space cluster in Norfolk and Suffolk</p> <p>Future Proposal This will be continued on a two-county basis, with resource integrated into either NCC or SCC once current funding ends.</p>	Yes

Clean Growth	<p>Description LEP has developed a project and bid to government around industrial decarbonisation. Existing work is funded by NCC but could be expanded if bid is successful.</p> <p>Future Proposal</p>	Yes
	The programme to be transferred into NCC as a key part of NCC's climate strategy.	
Skills Advisory Panel (SAP) & Skills Hub	<p>Description The Skills Advisory Panel, originally funded by DfE was made up of stakeholders from across business, local government and education and was intended to better inform the Skills training and pathway requirements needed in Norfolk and Suffolk.</p> <p>The Skills Hub is a partnership across SCC, NCC and the LEP and is intended to ensure the skills offer is aligned to local needs and priority sectors.</p> <p>Future Proposal This Skills Advisory Panel will cease to exist and be replaced in Suffolk by a Regional Skills Leadership Forum bringing together key skills bodies across the region.</p>	Yes
Careers Hub and Enterprise Adviser Network	<p>Description These activities are focused on providing younger people, including school pupils, with practical advice about career choices.</p> <p>Future Proposal To be integrated into Norfolk County Council, who will operate the service on behalf of Norfolk and Suffolk, if funding is provided.</p>	Yes.
Skills Boot camps	<p>Description Skills boot camps are intended to provide re-training or top up training to people who are changing career course, or enhancing existing skills. Boot camps are intensive courses typically over 16 full time weeks.</p> <p>Future Proposal To be integrated into Suffolk County Council, who will operate the service and let the contracts on behalf of Norfolk and Suffolk, if future funding rounds are provided.</p>	Yes
Economic Strategy and evidence base	<p>Description Economic strategy and evidence base to support local growth planning and to identify priority sectors for investment.</p> <p>Future Proposal Suffolk will develop its own local economic strategy and programme that would sit as part of a wider regional approach.</p>	Yes

Business Grants/Loans	<p>Description Grants to help businesses invest in innovation, R&D, carbon reduction, productivity and growth.</p> <p>Future Proposal Residual funding to be split between Norfolk and Suffolk, with the decision to be made on whether to continue the programme or use the funding for other purposes depending on Suffolk economic strategy. Pipeline of schemes will be handed over from LEP to Suffolk. To be funded by top slice.</p>	Yes
New Anglia Capital	<p>Description New Anglia Capital is a separate legal entity (100% owned by NALEP) which makes equity investments in potential high growth companies who do not have access to mainstream finance. New Anglia Capital has £4m of equity investments across 23 start-up companies.</p> <p>Future Proposal Remains as separate company. Investments will be allowed to mature. Top slice of any exits to fund a contract to operate the fund. Net proceeds of any exits will be shared 50-50 between SCC and NCC, to be documented in a legal agreement between the parties.</p>	Yes

SECTION 5: FINANCE & ASSETS N.B. Please submit any commercially sensitive information in parallel to the main integration plan, where appropriate.

See Appendix B.

SECTION 6: STAFFING – N.B. This section should be treated with the upmost sensitivity. Please submit any sensitive information in parallel to the main integration plan, where appropriate.

See Appendix B.

SECTION 7: TIMESCALES & DELIVERY

Proposed Timescale
7.1 Please indicate your preferred timescale for integrating LEP role and functions.
<p>SCC are working on the basis that NALEP must be integrated on 1st April 2024, based on government position as set out in the Spring 2023 budget and subsequent guidance released on 14th August.</p> <p>Some aspects will be integrated on a ‘soft’ basis, in the months before 1st April 2024, whilst some financial aspects will not be moved to the SCC balance sheet until after the close audit, likely June 2024.</p> <p>The LEP as a company limited by guarantee and Suffolk CC as the accountable body, are expected to appoint corporate recovery accountants for the company closedown process.</p>
Governance of the Integration Process
7.2 (a) What mechanisms will be in place to manage the integration process at the local level?

The integration is being managed by officers from SCC and NALEP, with specialist support from Legal, HR and Finance.

SCC Cabinet will be appraised on the progress of the integration, as will Suffolk Public Sector Leaders.

7.2 (b) If the existing LEP is intending to formally cease operation and dissolve following its integration, who will be responsible for managing the transition and any legacy issues?

NALEP is being integrated into Suffolk County Council and Norfolk County Council.

Knowledge Management

7.3 What is the plan for reviewing records ahead of any formal integration to ensure relevant documents are maintained and individuals can continue to access records for continuing work?

NALEP has established a data room for NCC and SCC colleagues to access and ensure visibility of all documentation and records during the transition process

As NALEP is being integrated into Suffolk County Council and Norfolk County Council, the councils will take on responsibility for relevant record keeping.

SCC is already the accountable body for NALEP, so retains key financial records.

It is expected a number of key NALEP staff will transfer to SCC, so knowledge retention is not expected to be a significant risk.

Approvals

7.4 Has this integration plan been agreed by the relevant boards/persons in both the local LEP(s) and MCA (or institution with devolved powers for the purpose of hosting a county deal)? Please attach a signed letter from the Chair of the local LEP(s) by way of confirmation.

Yes

✓

No

This integration plan has been reviewed by relevant members at SCC, and by the NALEP Board.

SECTION 8: PUBLIC SECTOR EQUALITY DUTY

Public Sector Equality Duty

8.1 Has the Public Sector Equality Duty been considered and complied with in the preparation of this plan?

Yes

✓

No

8.2 Where applicable, please describe any impacts – positive or negative – that have been identified on people based on their protected characteristics?

Non identified.

New Anglia Local Enterprise Partnership Board
Wednesday 20th September 2023

Agenda Item 6

All Energy Industry Council Report

Author: Julian Munson

Presenter: Julian Munson

Summary

This paper provides an update on the All-Energy Industry Council (AEIC), a sub-group of New Anglia LEP.

Recommendations

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

Background

Norfolk and Suffolk continues to position itself as the UK's epicentre for energy generation and systems integration with a unique mix of onshore and offshore renewables, gas, hydrogen and nuclear and has experienced significant levels of investment, particularly in the offshore wind sector.

With the potential for the East of England to supply up to 67% of UK homes with clean energy by 2035 and the proposed new nuclear power station at Sizewell expected to meet 7% of the country's demand, this region is taking a very active role in delivering the Government's 10-Point Plan for a Green Industrial Revolution.

The scale of the opportunity for the East of England as the drive to Net Zero accelerates is major, with £122 billion of capital investment in clean energy and low carbon projects across the East of England forecast by 2050 with over 100 clean energy projects in planning.

Sizewell C's 60-year operational phase will have significant economic benefits in addition to meeting 7% of the UK's energy needs. During construction the Sizewell C consortium has committed £4.4bn in the East of England with £2bn in Suffolk alone. SZC construction could generate over 24,000 jobs directly with wider economic benefits to the supply chain.

We already have 8.7GW of clean energy installed capacity in the East of England with 24GW forecast by 2035. Importantly we are the UK epicentre for offshore wind with 54% (6.7GW) of the UK's current consented offshore wind off the coast of Norfolk and Suffolk.

In addition to this, Bacton Gas Terminal and network of offshore gas platforms supplies one third of the UK's low carbon transition fuel with interesting opportunities for hydrogen developments emerging.

The All-Energy Industry Council (AEIC) was set up as one of three Industry Councils, established as strategic public/private sector partnerships to provide a focus for decision

making and leadership in the high value sectors for Norfolk and Suffolk. The AEIC was set up to act as the LEP's sector group for energy and to provide the strategic direction in delivering the aspiration to be recognised as the UK's All Energy Region.

However, the complex challenges of the energy sector and a range of external factors, coupled with ongoing discussions around regional delivery in light of the County Deals, has effectively led to the pausing of the top level All Energy Industry Council meetings while we focus on the establishment of the Sector Councils to drive forward collaboration within the key parts of the industry e.g. offshore wind, hydrogen, marine science, nuclear etc.

All Energy Industry Council – Progress Update on Delivery

In addition to its strategic role in connecting with Government, including organisations such as Catapults, the AEIC has had in place a delivery plan backed by the AEIC partners.

The AEIC originally comprised representation from major energy companies, SMEs, education providers, local authorities, Government and the East of England Energy Group (EEEGR), working to an agreed set of strategic objectives:

1. **Profile and Promotion** – branding and marketing the area and cluster to national and global audiences. Proactively promoting the offer to attract global investment and boost exports across the energy sector.
2. **Lobbying and Regulation** – strengthening links with Government and other organisations as identified by the Council to attract support and investment and improve regulations.
3. **Supply chain development** – strengthening the cluster, helping businesses work with each other, including tier one corporates, and maximising export and investment opportunities.
4. **Innovation support** – helping businesses improve their performance and enabling them to enter new markets, develop new products, enhance processes and improve productivity
5. **Skills development** – overseeing the skills sector plan, connecting employers with providers and responding to industry demands in developing the skilled workforce of tomorrow
6. **Infrastructure** – attracting investment to enhance and build the infrastructure required to support the growth of the industry and improve connectivity and business productivity.

Progress Update

The regional energy sector is wide and varied and faces quite complex challenges with some major projects of strategic national importance either under development or in the pipeline, located in our region or off our coastline. These projects span nuclear, offshore wind and onshore renewables such as solar. The All-Energy Industry Council has been the only forum where all parts of the sector have had the opportunity to come together to discuss these challenges as well as identify opportunities for collaboration.

Since the last update to the LEP Board in Autumn 2022, the continued focus has been on establishing the new 'sector councils' as agreed by the AEIC as part of a new regional communications structure, the aim for each 'sector council' to represent each part of the energy sector. The top-level AEIC meetings have been paused in the meantime.

New Anglia LEP has worked with organisations such as EEEGR to help transition to this new structure. It has been quite challenging and time consuming to establish these sector councils, but it is enabling a much deeper conversation and engagement with industry.

There has been discussion around the Chairs or Sub-Chairs of each Sector Council taking a place on a 'reformed' All-Energy Industry Council. This would result in an overall reduction in AEIC members but ensuring representation from across the energy sector. This will need ongoing consideration as part of the new County Deals and Business Board discussions.

Project and Programme Delivery

In terms of specific project activity, the following highlights demonstrate some of the work being led by the LEP and AEIC partners;

i. Sector Councils – Business Engagement and Skills

As referenced in the previous section, a key priority has been establishing new sector councils. These are primarily industry led groups which aim to represent the wide and varied interests of the energy sector with a particular focus on addressing key issues and challenges such as skills and recruitment into the sector. This work has been led by EEEGR, initially under a Service Level Agreement with New Anglia LEP. The following sector councils have now been established;

East Wind Offshore Wind Cluster

The largest sector council with approximately 180 members. Since a members forum in February 2023, the focus has been on attending and supporting events, most of which have been skills related. Several events have been held and supported over the past year;

- Community and Family engagement day at East Coast College (Lowestoft) bringing together the wind developers and immediate supply chain with residents to outline the benefits of the wind projects in the local area.
- Norfolk and Suffolk Skills Fair, the largest annual skills fair in the region with over 10,000 students from various schools across East Anglia. Organised by East Wind, a dedicated offshore wind zone area was secured with representation from all wind developers (Vattenfall, Equinor, Orsted, SPR) and supporting members of the supply chain.
- EEEGR SNS23 event, held at the Norfolk Showground with dedicated East Wind stand.
- Norfolk Show where East Wind attended with an Offshore Wind skills tent as part of the STEMM village, sponsored by Equinor, Vattenfall, Orsted and supporting tier one companies and associated supply chain members.

Marine Science and Technology Sector Council

Membership continues to grow, and the sector council currently has 40 members. A major event, "The Next Generation for Energy in the East of England" was held on 11 May at Norwich City Football Club with 9 sponsors and 90 attendees. Skills for Energy incorporated a student engagement session seeing 20 delegates volunteering to speak with the students on a one-to-one basis. Chair, Phil Durrant will be stepping down as Chair later this year. The LEP has ensured links with relevant initiatives such as Space East as the marine sector is a major user (and developer) of satellite technologies.

SNS Gas Transition Sector Council

The launch of this sector council was combined with a supply chain event which followed on directly from the Bacton Energy Hub Report launch. The event saw presentations from the leads of the agreed workstreams with updates from developers including Perenco, Hartshead Resources, Spirit Energy and Centrica. An outcome of this event was to have work groups established to see how improvements and efficiencies can be achieved.

The work groups are progressing well, covering the following areas Tight Gas, Net Zero,

conjunction with the North Sea Transition Authority (NSTA), the Production Optimisation group hosted an event on 23 May, focusing on production enhancement from existing UK southern north sea wells.

Hydrogen Sector Council

The East of England Hydrogen Cluster, set up by Hydrogen East, removes the need for a separate Hydrogen Sector Council. EEEGR has been invited to sit on the Industry Advisory Board (first meeting held in July) for the Cluster, allowing EEEGR to pass summary information to members with an interest in Hydrogen.

Onshore Renewables Sector Council

The setting up of the Onshore Renewable Sector Council is the next key focus, with Ceraphi acting as a lead for the group. A meeting between EEEGR and Ceraphi was arranged in August to discuss and develop this further.

Nuclear Sector Council

A Nuclear Sector Council is looking to be developed and initial discussions have taken place. The LEP is already working closely with organisations such as Suffolk Chamber of Commerce, East Suffolk Council, Suffolk County Council, colleges and also with EDF Energy with respect to the Sizewell C nuclear plans, however there may be scope for wider opportunities linked to the new range of Small Modular Reactors (SMRs) for the nuclear sector and this Sector Council would have responsibility for that wider remit.

ii. Profile and Promotion

The new regional energy brand 'Generate' was launched in 2021 and replaced the previous East of England Energy Zone (EEEZ) branding.

The new Generate campaign aims to be more closely aligned with the strong messaging of the wider Norfolk and Suffolk Unlimited regional campaign to help enhance our inward investment promotional activity, targeting key energy trade shows and events and specific business channels/networks to raise awareness of the commercial opportunity.

Following the launch of a new prospectus and website www.generate-energy.co.uk a programme of attendance at investment and trade events has been led by partners, including;

- Offshore Energy Amsterdam (29-30 November 2022)
- House of Commons East of England / EEEGR reception (January 2023)
- East Suffolk Hydrogen Conference – (February 2023)
- Wind Europe, Copenhagen (April 2023)
- RUK Green Hydrogen, Birmingham (May 2023)
- SNS 2023, Norwich (May 2023) – gold sponsor
- Global Offshore Wind 2023, London (May 2023)

The business investment / trade events have led to some success in generating new leads for the region which are being followed up by the Invest Norfolk & Suffolk inward investment team and local authority officers with EEEGR support. There are also plans to attend Offshore Europe in Aberdeen (September) and Offshore Energy in Amsterdam (November).

Ongoing plans include managing a calendar of events including targeting key UK and international events with a focus on attendance and arranging key meetings in advance (rather than the expense of taking exhibition space). There is ongoing work to convert leads into inward investment opportunities which include facilitating and arranging visits to the region and highlighting relevant projects.

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Partners (LEP/Local Authorities) are currently in discussion over developing a plan and budget for 2024-25 to continue the Generate campaign activity as the current budget from the Enterprise Zones retained business rates expires in March 2024. A governance group oversees this work, chaired by the LEP with attendance from Suffolk CC, Norfolk CC, East Suffolk Council and Great Yarmouth Borough Council.

iii. National Strategic Energy Projects

Although a number of nationally important strategic energy projects have been progressing within our region, there have been some issues and delays as a result of external global impacts and events and Government policy announcements.

Offshore Wind

Vattenfall's Norfolk Boreas wind farm project, which had been awarded consent by Government, has been halted as a result of 'highly challenging market conditions and rising costs of development'. Located within the Norfolk Offshore Wind Zone, around 50 miles off the coast, construction of this next generation wind farm was due to begin soon and would create a number of skilled jobs and supply chain opportunities. This announcement has come as a shock to the region, although Vattenfall remains committed to the Norfolk Offshore Wind Zone and the region, including their other Vanguard project developments.

Nuclear

With regards to Sizewell C and the formal planning process, a positive decision and recommendation by the Secretary of State was announced last year and Government has committed extra funds to help attract external investment in order for it to reach a final Financial Investment Decision. If the Government achieves this, then construction is due to commence in 2024.

A new arms-length body Great British Nuclear (GBN) has also been launched and is responsible for helping to deliver new nuclear, grow the economy and boost the country's energy security. The initial focus of GBN will be on the new range of Small Modular Reactors (SMRs).

Gas

A new oil and gas licensing round has recently been announced by the North Sea Transition Authority (NSTA) inviting applications to explore and potentially develop new sites to encourage production as quickly as possible in the Southern North Sea. By adopting a more flexible application process, new licenses could be offered near to currently licenced areas.

The NSTA regulates the oil, gas and carbon storage industries and is currently running the 33rd offshore oil and gas licensing round. They expect the first of the new licences to be awarded in the autumn, with the round expected to award over 100 licences in total. There are potential commercial opportunities for existing businesses in the region operating in the gas sector.

iv. Regional Energy Infrastructure

Operations and Maintenance Campus - Progress is being made with specific infrastructure projects to support growth in the energy sector. The Operations and Maintenance (O&M)

Campus project at Great Yarmouth Port is a key example and will provide an important UK base for O&M activities servicing the offshore wind farms in future.

Commissioned by Norfolk County Council, this project is a collaboration with Great Yarmouth Borough Council and New Anglia LEP. A contract was awarded to Tilbury Douglas to construct the new facility which is expected to provide a major boost to the region's offshore energy sector. The project is a complex one and construction has been delayed for

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a number of reasons. However, it is now due to start by end of September and expected to take around 12 months to complete.

The LEP has allocated £6 million of Getting Building Fund in support of the project. The remainder of the investment has been confirmed from Norfolk County Council, Great Yarmouth Borough Council and retained business rates as the project is linked to one of the Enterprise Zone sites on South Denes.

Lowestoft Eastern Energy Facility (LEEF) – There are still plans for investment in significant new infrastructure upgrades at ABP Port of Lowestoft.

This will allow the Port to accommodate the next generation of offshore support vessels through creating more quay side space and deeper water access as well as new offices and additional facilities for Crew Transfer Vessels. The Marine Management Organisation (MMO) has previously given consent for the £25 million development.

Finally, the issue of **offshore/onshore grid connectivity and future infrastructure** continues to be a very live point of discussion. National Grid has just closed a public consultation on its proposal to build a major new 112-mile 400kV line running from Dunston, near Norwich, to Tilbury on the Thames estuary. Cables bringing power from the coast (from offshore wind farms) would be buried until they reach Norwich. With planned new overhead powerlines and pylons to be constructed across the countryside in Norfolk, Suffolk and Essex, it is a topic that has prompted strong reaction from the public.

v. Supply Chain Development, Business Support and Innovation

The LEP has continued to work closely with the Offshore Renewable Energy (ORE) Catapult over recent years. A regional base for the Catapult was established in the OrbisEnergy centre over three years ago (through support from the LEP and SCC) providing services to businesses and organisations across the region involved in offshore renewables. The Catapult continues to employ a Regional Innovation Manager who works closely with regional stakeholders.

Following successful completion of the **Norfolk and Suffolk Fit 4 Offshore Renewables** supply chain, business excellence and mentoring programme, led by the Catapult with financial support from the LEP, focus has now shifted to SME technology development.

A new regional programme to help earlier stage and growing SMEs in the sector was launched in Summer 2023. **Launch Academy** is essentially a *technology accelerator programme* for the offshore wind industry. The programme is about launching new technologies and services into the offshore wind market to enhance the UK supply chain, enabling greater UK content and supporting performance improvements through innovation. Financial support has been provided by Norfolk County Council, Suffolk County Council, Essex County Council, ORE Catapult and industry partners. The programme will support a cohort of 9 companies through a tailored 7-month support programme.

In relation to nuclear and the planned development of **Sizewell C**, there has been significant activity led and supported by partners such as Suffolk Chamber of Commerce, EDF, local authorities and the LEP in building the network of potential supply chain businesses. The LEP has supported through engagement with sector groups such as New Anglia Advanced Manufacturing Group (NAAME) where the Tier 1 companies have been able to actively engage with local engineering businesses to promote local supply chain opportunities.

Finally, there has been a focus on **cross-sector innovation** through a recent event supported by the LEP's Space East initiative and the ORE Catapult. The 'Offshore Wind

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meets Space' event was held at OrbisEnergy on 6th July, enabling businesses from across the two sectors to engage, network and explore potential opportunities for collaboration.

Conclusion and Next Steps

Despite good progress being made on some activities such as sector councils, regional promotion and supply chain/innovation programmes, there exist some significant challenges facing the sector and the region.

There is significant risk and uncertainty around some major new offshore wind and nuclear new build projects with complex market conditions and challenging external factors. This impacts on supply chain and skills provision within the region and makes business planning more challenging, potentially impacting on future investment opportunities for the region.

Over time, the AEIC partners, including LEP, local authorities, EEEGR and industry have been working more closely together with a stronger dialogue with Government to help minimise risk of further delays, identify possible solutions and to help profile the positive economic benefits of these major projects.

A reworking of the All-Energy Industry Council and an evolution of its' structure is important to ensure that it is robust and fit for purpose to help deliver the key interventions needed for the sector, for example around skills and supply chain development, and to help meet some of the challenges facing the energy sector referenced within this report.

Although establishing the new Sector Councils has helped move forward activity and stronger collaboration within parts of the sector, the strategic oversight and regional leadership for the energy sector is still needed. Through potential opportunities arising from County Deal plans, an 'enhanced' Industry Council could be established, with continued strong leadership and support from the private sector via the Sector Councils, Business Boards and membership organisations such as EEEGR and Hydrogen East.

With regards to the complex skills and labour market challenges, often cited by industry as the number one priority, there still needs to be a stronger focus on reviewing the different skills partnerships and programmes for the energy sector and understanding how these relate to each other. This will also require a better understanding of EEEGRs role in the skills area going forward to potentially build on their activity in recent years.

The LEP continues to provide resource from the Enterprise Zones, Sectors and Innovation Team to support the functions underpinning the work of AEIC and Sector Councils, and related projects and activities highlighted in this report.

Recommendations

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

New Anglia Local Enterprise Partnership Board
Wednesday 20th September 2023

Agenda Item 7

Invest Norfolk and Suffolk

Authors: David Dukes and Alice Tomkins

Summary

This paper provides an update on the current work of Invest Norfolk and Suffolk (INS), the Inward Investment team for the two counties. This is delivered under the Norfolk and Suffolk Unlimited banner which is planned to continue in what is a changing landscape. It also describes the development of our County Council funded Marketing Plan which runs over this and next year.

Recommendations

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

Background - Organisation

Invest Norfolk and Suffolk was established in January 2020 and was a key LEP initiative, backed by county council partners to create a single entity covering both counties.

We brought together the resources from within Norfolk and Suffolk County Councils which were integrated into the LEP to create a joint Inward Investment team. This has led to a stronger and more coherent service, whilst removing the risk of duplication. The combined offer is significantly stronger and more complementary.

We prioritise sector focussed propositions and many of our major offers draw from assets that exist across both counties – Agritech, Energy, ICT Digital and Advanced Manufacturing

and Engineering for example. A single team covering a larger territory also means specialisms can be developed. It has also enabled both counties to have a stronger working relationship with the Dept for Business and Trade (DBT) than the individual counties had previously been able to achieve. It is the same rationale that supports the creation of Norfolk and Suffolk-wide sector groups such as NAAME.

Previous reports have provided an overview of performance and future plans so we will not dwell on these here, except to highlight that we have been consistently endorsed at past LEP Boards as well as by a number of partners for the approach we have taken, and the outcomes achieved. New Anglia LEP and the two county councils are committed to sustaining an ongoing joint service at least to the end of 2024/25.

Background – Promotion

Invest Norfolk and Suffolk is the main point of contact for the DBT; with which we have an excellent relationship. A significant area of focus for the future is increased promotion and

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awareness raising. We currently promote the counties via our brand, Norfolk and Suffolk Unlimited, which was launched by New Anglia LEP in 2019 with the full endorsement of the Board and all partners. We also use other sector focussed brands such as GENERATE.

The brand sits in front of a multifaceted marketing strategy, which includes digital marketing, direct marketing, and partnership marketing. The INS team's usual approach is to position our assets on a sector-by-sector basis, which we will continue to do.

Along with the website, our main digital channels are LinkedIn and Twitter. From July 2023 the Invest Norfolk and Suffolk team has taken over the Norfolk and Suffolk Unlimited digital channels. This has enabled us to provide live content.

Direct marketing is undertaken through visiting sector specific events, as well as engaging with pre-existing companies located in Norfolk and Suffolk. We also ensure the DBT's various sector propositions represent our assets and opportunities appropriately. We also undertake partnership marketing activities with brands such as GENERATE and TechEast.

It has become clear over the past year that the number of investment enquiries we receive, via DBT, via other partners and directly has diminished. This is in line with national trends – overall successes are down by around 40% when compared to pre Covid levels. More worryingly, many of 2022/23's successes were from the pre-existing pipeline. New projects are simply not coming forward in any volume. So far this year (up to end of Aug) we have had 19 enquiries of which 8 are from existing businesses.

It is clear we need to be far more active with outward promotion if we are to have a chance of bucking this trend. Enquiries and leads via the website are especially low – instead it is currently more often used to supplement information we provide when responding to enquiries received via other routes.

Future Organisation of Invest Norfolk and Suffolk

All the staff are on the payroll of one or other of the two county councils, with one team member jointly funded. Over the next few months, we will be discussing with partners the best approach based around the principle of a cohesive and integrated service.

Norfolk and Suffolk Unlimited Website

The Norfolk and Suffolk Unlimited website has good visibility when key search words are used and works well alongside partner brands. However, the website has not fulfilled its potential since its initial conception. There have been some enquiries, but no direct leads.

This is not unusual as feedback from contacts elsewhere in the UK suggests few locations receive significant traffic, unless the location (usually a major city) already has a high profile and strong reputation for investment. Also, because it is externally hosted and maintained, the team is unable to make in-house changes to the content. Instead changes need to be requested and take time to be made.

As part of the business case presented to the two county councils for 2023/24 and 2024/25 funding, the INS team proposed updates to the Norfolk and Suffolk Unlimited website based on user experience (UX) analysis, undertaken by Norwich University of the Arts in 2022.

The UX analysis work consulted key stakeholders and looked at competitor websites. We also asked the team to ensure they considered the distinct differences in approach with territorial marketing as opposed to more conventional marketing of products or services. The team concluded that the Norfolk and Suffolk Unlimited website should more strongly conform to the following key themes;

- Have an aesthetic and minimalist design,
- improve visibility of system status,
- be flexible and efficient to use,
- provide stakeholder information more easily,

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- become more consistent in how it presents content and copy.

The INS team is in the process of inviting local companies to provide quotes for a replacement website to slim down the content on the website and make it more of a destination for Inward Investment enquiries, using the key guidance from NUA. Once complete, we will work with a marketing agency to undertake a digital marketing campaign to showcase the Norfolk and Suffolk offer, similar to the 'Clarity' campaign which ran in 2022. This ran over LinkedIn and Twitter and attracted 192,980 website visits.

Future Campaigns and Content

In addition to the rework of the Norfolk and Suffolk unlimited website, more pieces of investigative work will be undertaken to better understand and support key Inward Investment sectors in Norfolk and Suffolk. This will be a comprehensive content plan.

High Potential Opportunities

The High Potential Opportunity (HPO) programme is co-ordinated by the Department for Business and Trade and selects unique investment opportunities to promote. We have established two HPO's, *5G and Digitisation* which is centred around Adastral Park, and *Plant Science for Nutrition* which is centred around Norwich Research Park. We use these as the basis for campaigns as they offer a clear commercial proposition to target leads. We are also able to align with national campaigns we are developing in partnership with DBT. □ *5G and Digitisation*

Following a refresh, we have continued to undertake proactive marketing. We have identified specific investment/collaboration opportunities in Cyber Security, Satellites, Artificial Intelligence/ Machine Learning, Digital Health and Software Development. We are working with the HPO team to target companies in Canada, Germany, Turkey, Spain, Baltics, India, Norway and Ireland. This was enhanced by the work we undertook in preparation for a NASSCOM visit (India's tech trade body) to Adastral Park which should have happened in June this year. That event was cancelled but we now have a platform to use for future visits.

We also supported and exhibited at DBT's own conference event during London Tech week 2023, developed following on from Websummit and MWC in late 2022-23.

Five proposals were taken to the Digital Tech Council on Sept 4th for proactive marketing for the sector, linked with either exhibitions/ trade delegations arranged by DBT directly, or

through their events partners Tradefair who focus on hosting UK business pavilions. This is a cost-effective approach where we take space on a stand DBT pays for, leaving us to:

- Develop our proposition/offer
- Target key attendees using social media tools
- Attend the event, making additional contacts

In addition, emerging opportunities will be explored alongside the UKIE (UK Interactive Entertainment) body which exhibits at international game development conferences and the emerging local Games East sector group; however, this will focus on 2024-2025.

- *Plant Science for Nutrition*

Our comprehensive digital marketing campaign to promote the Plant Science for Nutrition HPO is currently being run over LinkedIn and Twitter. Working with Capsule Marketing agency, the campaign was launched in June and is funded by HPO partners. It includes a pre-recorded webinar showcasing the Norfolk and Suffolk offer in Plant Science. which was released on 3rd Aug (delivered via Zoom).

The launch was a success, and in total we had 119 registrations, and 39 documents were viewed or downloaded from the resource pool. 49 people viewed the webinar live, which is a 35% turnout. Capsule continue to retarget those who didn't attend, as well as others who

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clicked on the links or showed advert interest but never registered. We are also responding to queries submitted through a contact form, specifically created for the campaign.

Total expenditure across Twitter, Facebook and LinkedIn was just over £3000 with Twitter achieving by far the most impressions (c2 million) but the other two sites achieved almost 10 times the click through rate. The campaign will run until the end of September

Emerging and Key Sectors

□ *Space*

A draft brief has been developed to provide insights into the Space Sector. This includes identification of relevant supply chain companies in the sector, identifying gaps, strengths, and future opportunities to target. This will deliver a set of defined Inward Investment recommendations and propositions building off the existing 2022 Norfolk & Suffolk Space Strategy. In Q3-4 of 2023 we will explore match funding opportunities with the UK Space Agency, if this is not viable we will proceed with a lighter touch project, focussed on delivering an evidence base for campaigns in preparation for 2024-25 delivery.

- *Agri Food*

At the end of 2022/23 the INS team commissioned a report called 'Defining the Future of the Agri-Food Sector in Norfolk & Suffolk'. The report sets out a number of challenges that the sector is facing and advises that it will need support from partners to overcome these. The report is due shortly. When we have it, we will utilise this research to understand the profile of companies needed to support the existing sector, and how best to attract them. We will also link up with neighbouring counties to merge our key data, creating a single narrative.

- *Sustainability / Net Zero*

The team supported the submission of a local decarbonisation plan, led by New Anglia LEP, with a remit for Norfolk and Suffolk to Innovate UK. The role imagined, if successful, would be to support the identification and validation of investment opportunities as part of the transition to Net Zero. Since 2020, 21% of all enquiries have had a focus on Net Zero/sustainability as their core service offering and this market opportunity is set to grow as industry is encouraged to change. Regardless of the outcome of the bid, ongoing efforts to

identify and support proactive campaigns will continue to aid our local ambitions around Net Zero targets,

Dept for Business and Trade Propositions

These continue to flow through to us and are an important way of raising and maintaining our profile. The most recent have been education technology, preceded by civil nuclear and service robotics.

Recommendations

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

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New Anglia Local Enterprise Partnership Board Wednesday 20 September 2023

Agenda Item: 8

Business Support and the Growth Hub update

Author: Jason Middleton

Presenter: Chris Dashper

Recommendation

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

Background

In 2010, during the formation of New Anglia LEP, consultation with a range of organisations identified business support as one of the main pillars of delivery. A mapping exercise was undertaken to inform future investment in business support which highlighted eight priorities:

- Face-to-face advice and guidance
- Business start-up advice and workshops
- Improved skills levels in the workforce
- Mentoring to help businesses grow more quickly
- Greater access to finance through loans and grants
- Support for businesses with high growth potential
- Improved access to premises and incubator space
- Businesses need clear understanding of what support is available

After the formation of the LEP in 2011, activity was focussed on interventions that would have an immediate and significant impact to accelerate business growth and job creation. Significant milestones include:

2012: Working with the Cabinet Office to actively design and develop the Growth Hub Network.

2013: Launched the Growing Business Fund, the LEP's first grant scheme, providing grants between £25,000 and £500,000 to businesses seeking to accelerate growth and job creation.

2014: LEP Business Growth Programme launched, made up of the Growth Hub, Start Up Support, Innovation Vouchers and Small Grant Scheme (formally Micro Grant Scheme).

Over time the LEP's Business Support Team have worked proactively in partnership to develop and deliver a wide range of schemes to meet business needs, which has enabled the LEP to build a reputation for delivering high quality business support and stimulating economic growth.

1

Delivery and Progress to date

Since the launch of the Growing Business Fund in April 2013, up to March 2023, the LEP's Business Support Team have been involved in the development and delivery of thirteen different grant schemes with a total value of circa £50 million. Collectively these schemes have resulted in the following outputs:

Over 75,000 hours of support provided.

Over 15,000 businesses supported.

Over 1,500 grants awarded to businesses.

Circa £50 million of grants awarded across 13 grant schemes.

Over £200 million in private sector match funding.

Over 8,000 jobs created.

135 new products to the market introduced.

Throughout this time, business support delivery has consistently met or exceeded targets, with independent evaluations showing that the support delivered has collectively generated significant levels of additional economic value, for example, £20 million of ERDF and DBT

funding used to deliver the Business Growth Programme (Growth Hub, Start Up and Small Grant Scheme) over nine years, has resulted in circa £100 million of GVA and 2,000 new jobs. This does not include outputs generated by capital funding such as the Growth Deal, Getting Building Fund and the Growing Places Fund.

Future Delivery

With ERDF funded activity coming to an end in June 2023, the LEP has been proactively working with partners to ensure that future delivery continues to meet the needs of local businesses and that continuity of service delivery is maintained, including bringing the majority of Growth Hub delivery in house, enabling more cohesive delivery.

Making use of funding from three sources including UKSPF from the district councils, a contribution from the LEP and funding from the Department of Business and Trade has helped to ensure that business support will continue to meet the needs of businesses going forward across Norfolk and Suffolk. The range of available support includes:

New Anglia Growth Hub: Providing free and impartial support to businesses and supporting the delivery of the grant programme portfolio.

Maintaining vital support for businesses across the region, Growth Hub provision will be delivered by two organisations; in Suffolk by YTKO and in Norfolk by New Anglia LEP. The LEP will take responsibility for programmes that are delivered across both Norfolk and Suffolk.

We have now bolstered the New Anglia LEP team and will take full responsibility for the delivery of the following services:

- Business Support services to the Norfolk districts which have agreements in place with the LEP; UKSPF and LEP funded.
- Rural England Prosperity Fund in North Norfolk and West Norfolk.
- High growth programme for Norfolk and Suffolk.
- Growth Through Innovation, a LEP wide and LEP funded programme.

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In addition, the LEP will continue to support services in Suffolk as part of the Suffolk consortium.

The LEP looks forward to working with all partners in the delivery of the Growth Hub and maintaining this vital support mechanism for local businesses.

GTI Grant Scheme: Capital grants from £2,500 to £25,000, at up to 45% of eligible cost, to support and raise levels of innovation, research and development in SMEs.

SGS Grant Scheme: Capital grants from £2,500 to £25,000, at up to 25% of eligible costs, to support business growth and development in SMEs.

BTTNZ- Business Transition to Net Zero Capital grants up to £100,000 at 20% of eligible costs, for business efficiency and net zero based improvements for SME's. Includes access to Net Zero consultancy support.

Connected Innovation: Supporting collaboration between SMEs, innovation hubs and clusters to support joint ventures leading to sector innovation.

Recommendation:

The LEP Board are invited to note the contents of the report.

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New Anglia Local Enterprise Partnership Board
Wednesday 20th September 2023

Agenda Item 9

Chief Executive's Report

Summary

This report focuses on by exception reporting on key issues and information for the board's attention.

Regular reports on the performance of individual LEP programmes are provided via programme performance reports and issues which require board input or decisions are tabled as agenda items in their own right.

The report is grouped under five headings – 1) LEP managed projects and programmes, 2) LEP Industry councils and Sub-groups, 3) External Partnership Activity, 4) Governance and Finance, and 5) LEP future. The communications dashboard is also attached as a separate appendix.

1) LEP Managed Projects and Programmes

Business Growth Programme

A Business Support update is included as Item 8 of the LEP board meeting agenda.

A comprehensive report on the programmes and interventions supported by the European Regional Development Fund, which has now closed, will be supplied at the next Board meeting.

2) LEP Industry Councils and Sub-groups

New Anglia Innovation Board - Connected Innovation

Events

The Connected Innovation project is supporting and sponsoring the following hub and cross sector innovation events over the next 2 months.

- <https://atadastral.co.uk/sustainability-festival/> - BT Sustainability Festival – 13th September
- <https://www.eventbrite.co.uk/e/norwich-research-park-space-explorer-forum-tickets-687222068707> - Space Explorer Forum – 21st September
- <https://norwichaisummit.com/> - Norwich AI Summit – 4th October
- <https://www.agri-tech-e.co.uk/microsite-page/reap-2023/> - REAP 2023 – 8th November

In addition to these, UK Research and Innovation (UKRI) are organising an invitation only regional event at The Nest in Norwich on 20th October which will be hosted by Professor Dame Ottoline Leyser, Chief Executive of UKRI. New Anglia LEP and partners are in discussions with them to explore opportunities for involving the Innovation Board, promoting sites such as the NRP and highlighting activities such as the LEP's Connected Innovation programme, particularly where we work closely with UKRI partners such as Innovate UK.

1

Connected Innovation Website

We have tendered and awarded a contract to Constellation Marketing to create a dedicated website for the the Connected Innovation project, which includes profiling the innovation hubs and centres and their capabilities. The website is currently being designed and will launch by October.

Finance and Investment Group

At the last network meeting it was agreed by the hub leads to create a subgroup within the network made up of finance, investment and business support partners. This is in response to feedback highlighting the issue in securing funding for innovative start-up / scale up businesses across the region. We are currently reaching out to partners to join this network and the first meeting is due to be held in October.

Space East

The team have supported the recent UK Space Agency 'Space for Everyone' Tour which involved a 72 feet replica rocket touring the UK in the Summer, helping to promote career paths and education to younger people. In our region they visited Great Yarmouth.

We are also supporting a couple of partnership funding bids;

- a. 5G Innovation Regions funding call from DSIT with a proposal led by the County Councils, with partners including LEP, University of Suffolk, Suffolk Chamber of Commerce and BT.
- b. An Earth Observation project is in development with Space Wales and Northern Ireland Space office based on the opportunities in seaweed farming and paludiculture. We anticipate a relevant UKSA call coming out in September for this project.

3) External Partnership Activity

Enterprise Zones

New diagnostic centre for the Norwich Research Park Enterprise Zone

Morgan Sindall have started on site on the brand-new Diagnostic Assessment Centre (DAC) for the Norfolk & Norwich University Hospital. The DAC will house the NNUH's MRI, X-ray, ultrasound and CT scanning equipment together in one facility. It will be located next to the Quadram Institute on the Enterprise Zone site.

Nar Ouse EZ health hub

The go ahead to build a new healthcare hub in South Lynn has been received from the NHS. It will be located on the Nar Ouse Business Park Enterprise Zone (EZ) site. A new bus route will serve the hub and is already up and running, increasing accessibility between the town and the EZ.

Eastern Gateway EZ site, Sproughton

Construction works have started and progressing well on an 8-acre site which was acquired by national property developer Trebor Developments for a speculative five unit industrial and logistics scheme. The development is set to complete in May 2024 and will be marketed as 'Access @ Eastern Gateway, Ipswich' and will complement the existing units occupied by LDH La Doria and Amazon.

4) Governance, Operations and Finance

Finance

The LEP is reporting consolidated accounts on a quarterly basis. The figures for the half year, April – September 2023, will be included in the October board paper.

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Annual Financial Statements

The LEP's statutory annual financial statements were presented by Price Bailey to the Audit and Risk Committee in June and to the LEP Board in July.

Subject to further work to conclude the audit, in particular in respect of post balance sheet events, it is anticipated that the accounts will be adopted by the Board at the AGM on 20th September. Price Bailey plan to issue an unmodified audit opinion, with an emphasis of matter regarding the non-going concern basis of preparation.

A summary of the LEP financial position will be presented at the AGM and members will be asked to adopt the accounts and approve the re-appointment of the auditors.

5) LEP Future

The Suffolk Integration Plan and Norfolk Integration Plan are covered in Item 5 of the agenda. These will need to be endorsed by the LEP Board before they are submitted to government.

Recommendation

The board is asked to:

- Note the contents of the report.

Communications activity during August 2023

This dashboard sets out the outcomes and impact of our communications activities during **August 2023**.

Media coverage

- 4 pieces of coverage
- 0 reactive media enquiries

Top 3 stories

Folk Features

More than just a punch of salt <https://folkfeatures.co.uk/more-than-just-a-pinch-of-salt/>

Norwich Evening News

Creating adventurous spaces quadruples Norfolk team

<https://www.edp24.co.uk/news/23689871.creating-adventurous-spaces-quadruples-norfolkteam/>

People Management

Deploying L&D for a next generation family business

[Deploying L&D for a next generation family business \(peoplemanagement.co.uk\)](https://peoplemanagement.co.uk)

Reminder: If you would like to read the Eastern Daily Press and East Anglian Daily Times stories, email Richard Balls and he will let you have access via the LEP's online subscription.

Website

There were **7,280 page views** on the LEP website, 1,340 down on the previous month. The most visited page was Funding, followed by Our Team, Business Transition To Net Zero grant, Skills Bootcamps, and What We Do.

Campaigns, events, and other projects

- Preparations for our **Annual General Meeting** continued. A video showcasing the LEP's key successes over the 2022-23 financial year is being worked on and other sections of the meeting are being recorded in advance.

- Profiles of the newly established **New Anglia Growth Hub Team** were published on the LEP and Growth Hub websites.
- **Skills Bootcamps courses** were promoted via social media, and a new case study was produced.

Social media and e-newsletters

	August 2023	July 2023
New Anglia LEP		
Number of X followers	9,505	9,520
Average X engagements per day (likes, retweets etc.)	7.2	11.7
Number of impressions (times a tweet showed in someone's timeline)	4,940	10.6K
Number of LinkedIn followers	6,478	6,430
Number of impressions on LinkedIn	8.4K	20.7K
Number of unique visitors on LinkedIn	108	150
E-newsletter: open rate	40.3%	40.7%
E-newsletter: click-to-open rate	8.36%	10.7%
Norfolk & Suffolk Unlimited		
Number of X followers	1,008	1,000
Average X engagements per day (likes, retweets etc)	11.5	26.4
Number of impressions (number of times users saw our tweet)	743K	1.65M
Number of LinkedIn followers	2,302	2,290

25 th January	Cancelled	
22nd February	<input type="checkbox"/> LEP Strategic Priorities <input type="checkbox"/> Skills Bootcamps	<input type="checkbox"/> County Deals <input type="checkbox"/> Space Cluster <input type="checkbox"/> Programme Performance Reports <input type="checkbox"/> Quarterly Management Accounts
30 th March	<input type="checkbox"/> Agri-Food Industry Council Report <input type="checkbox"/> Innovation Board Update	<input type="checkbox"/> Board Membership <input type="checkbox"/> Programme Performance Report <input type="checkbox"/> CEO Pay Award <input type="checkbox"/> Norfolk County Deal Consultation Response
24 th May	<input type="checkbox"/> ICT Digital Industry Council Report <input type="checkbox"/> Business Plan	<input type="checkbox"/> Operating and Capital Budgets 22/23 <input type="checkbox"/> Quarterly Management Accounts <input type="checkbox"/> Local Assurance Framework <input type="checkbox"/> Nar Ouse Project <input type="checkbox"/> New Anglia Capital Report <input type="checkbox"/> Performance Reports
21 st June	Cancelled	
19 th July	<input type="checkbox"/> LEP Transition Plan <input type="checkbox"/> EZ Update	<input type="checkbox"/> 2022/23 Accounts Approval <input type="checkbox"/> Local Industrial Decarbonisation Plan <input type="checkbox"/> Programme Performance Reports <input type="checkbox"/> LEP Governance <input type="checkbox"/> Quarterly Management Accounts
20 th September	<input type="checkbox"/> LEP Transition Plan <input type="checkbox"/> Inward Investment Report <input type="checkbox"/> All Energy Industry Council Report	<input type="checkbox"/> Business Support
20 th September	New Anglia LEP AGM	
25 th October	<input type="checkbox"/> Innovation Board Report <input type="checkbox"/> Agri-Food Industry Council Report	<input type="checkbox"/> Growth Hub Update <input type="checkbox"/> Programme Performance Reports <input type="checkbox"/> Quarterly Management Accounts
29 th November	<input type="checkbox"/> ICT Digital Industry Council Report	<input type="checkbox"/> Programme Performance Reports <input type="checkbox"/> New Anglia Capital Report

Meetings are virtual unless otherwise stated.

<input type="checkbox"/> IAC recommendations <input type="checkbox"/> Chief Executive's Report

- LEP Directors Accountabilities & Next Steps (Jan)
- Skills Bootcamp
- Careers Hub □ NAAME □ Growth Hub
- Comms Update
- Growth Programme
- Towns Deals
- Sizewell C
- Freeport East