

Cabinet **10 September 2013**

Suffolk Growth Strategy Delivery Plan (Sep13/05)

1. Summary and reasons for recommendations

- 1.1 The Suffolk Growth Strategy (SGS) articulates the ambitions for economic growth held by the constituent local authorities in Suffolk.
- 1.2 This Delivery Plan will feed directly into the growth plans that each of the two Local Enterprise Partnerships (LEPs) are preparing and will enable future funding opportunities to be co-ordinated and supported.
- 1.3 A report on the SGS was taken to St Edmundsbury Borough Council's Cabinet on 13 February 2013 (Report D286 refers).
- 1.4 The final SGS document was launched at The Apex in Bury St Edmunds on 26 February 2013.
- 1.5 Following the launch of the SGS, work has been undertaken to produce the draft SGS Delivery Plan. This plan, attached as Appendix A to this report, evidences how the authorities will bring the aspirations for growth outlined in the Strategy into reality.
- 1.6 It is therefore important that our priorities for the West Suffolk region are articulated and evidenced for inclusion in the SGS Delivery Plan and subsequently in the LEPs' Plans for Growth.
- 1.7 The Plan is divided into four main areas of intervention – Skills; Inward Investment and Enterprise; Principal Growth Locations; and Infrastructure. For each area, key actions are listed in the Plan, together with information outlining the impact that we envisage these actions will have.
- 1.8 Consultation with relevant members of the business community on each of the individual areas of the Plan has been undertaken over the past few months. The Suffolk Growth Group (which includes Directors and Heads of Services from across Suffolk and representatives from the New Anglia LEP, and is led by Stephen Baker, Chief Executive of Suffolk Coastal and Waveney District Councils) has now approved the draft Plan in its entirety for consultation with Members and other stakeholders.

- 1.9 Having been amended to reflect the current consultation, the final draft Delivery Plan was signed off by Suffolk Leaders on 19 July 2013 and is now subject to ratification by individual authority's Cabinets.
- 1.10 Officers wish to seek Members' views on the draft Delivery Plan.

2. Recommendations

2.1 It is **RECOMMENDED** that:

- (1) the content of the draft Suffolk Growth Strategy Delivery Plan, as contained in Appendix A to Report E107, be approved; and
- (2) the Head of Economic Development and Growth, in consultation with the Portfolio Holder for Economic Growth, be given delegated authority to approve the final version of the Delivery Plan.

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3. Corporate priorities

3.1 The recommendations meet the following, as contained within the Corporate Plan:

- (a) Corporate Priority 2: *'Working together for prosperous and environmentally-responsible communities'*.

4. Key issues

4.1 Following the launch of the Suffolk Growth Strategy (SGS) in February 2013, collaborative work has been undertaken by Suffolk District and County Council officers to produce the draft SGS Delivery Plan.

4.2 The Delivery Plan evidences how Suffolk authorities and partners will deliver the aspirations for growth set out in the SGS and sets the investment priorities for Suffolk.

4.3 This Delivery Plan will feed directly into the Growth Plans that each of the two Local Enterprise Partnerships (LEPs) are preparing and will enable future funding opportunities to be co-ordinated and supported.

4.4 These funding opportunities may include:

- (a) the Government's 'Single Pot' (which brings together significant elements of funding from areas such as: transport, housing and skills);
- (b) European funding (from the 2014-20 programme);
- (c) City Deals (which are agreements between the Government and a city that give the city control to take charge and responsibility of decisions that affect their area and decide how public money should be spent); and
- (d) pooled business rates.

4.5 It is therefore important that our priorities for the West Suffolk region are articulated and evidenced for inclusion in the SGS Delivery Plan and subsequently in the LEPs' Plans for Growth.

4.6 The SGS and Delivery Plan will also be supplemented by local growth plans that are more detailed and there are likely to be four plans in Suffolk (Babergh/Mid Suffolk, Ipswich, Suffolk Coastal/Waveney and West Suffolk). The West Suffolk Growth Plan is currently being drawn up in consultation with Members of the Economic Development Reference Group, and officers will seek approval from Cabinet on this document in due course.

4.7 The Delivery Plan has been divided into four key areas, with a district council representative leading on each area:

- (a) Skills (Matthew Ling, Ipswich Borough Council);
- (b) Inward Investment and Enterprise (Lindsay Barker, Babergh and Mid Suffolk District Councils);

- (c) Principal Growth Locations (Philip Ridley, Suffolk Coastal District Council); and
- (d) Infrastructure (Andrea Mayley, Forest Heath District and St Edmundsbury Borough Councils).

- 4.8 The draft Plan sets out 16 key actions and outlines the impact that we envisage these actions will have on economic growth. The Plan also sets out our commitment to making these actions happen and how we will work with each other, with partners, and with businesses.
- 4.9 A City Deal is currently being developed for Greater Ipswich and the proposals contained in the deal on skills, enterprise support and infrastructure are completely integrated into the Delivery Plan.
- 4.10 Consultation with relevant members of the business community on each of the individual areas of the Plan has been undertaken over the past few months. For example, officers attended the Suffolk Chamber of Commerce's Transport and Infrastructure Group meeting on 2 May 2013 to present a draft of the Infrastructure section of the Plan; the Group's comments have been taken on board.
- 4.11 The Suffolk Growth Group has now approved the draft Plan in its entirety for consultation with Members and other stakeholders.
- 4.12 Having been amended to reflect the current consultation, the final draft Delivery Plan was signed off by Suffolk Leaders on 19 July 2013 and is now subject to ratification by individual Cabinets. Forest Heath District Council's Cabinet considered the document on 3 September 2013.
- 4.13 Please note that the Plan is being produced iteratively, and the draft appended to this report is not necessarily in its final format.
- 4.14 In conclusion, officers would wish to seek Members' views on the draft SGS Delivery Plan.

5. Other options considered

- 5.1 None.

6. Community impact

6.1 Crime and disorder impact *(including Section 17 of the Crime and Disorder Act 1998)*

- 6.1.1 No impact from this report.

6.2 Diversity and equality impact *(including the findings of the Equality Impact Assessment)*

- 6.2.1 No impact from this report.

6.3 Sustainability impact *(including completing a Sustainability Impact Assessment)*

- 6.3.1 No impact from this report.

6.4 Other impact *(any other impacts affecting this report)*

6.4.1 No impact from this report.

7. Consultation *(what consultation has been undertaken, and what were the outcomes?)*

- 7.1 Consultation on each of the four sections of the Delivery Plan (Skills, Inward Investment and Enterprise, Principal Growth Locations and Infrastructure) has taken place with local authority officers, local businesses and business support organisations through various workshops. The results of these discussions, plus the discussions that took place during the consultation period for the Suffolk Growth Strategy document, have been reflected in the draft Delivery Plan.
- 7.2 Consultation on the draft Delivery Plan as a whole has taken place through the Suffolk Growth Group and the aim of this report is to seek the views of Members.

8. Financial and resource implications *(including asset management implications)*

- 8.1 There are no financial resources required for the consideration of the Delivery Plan, however there is Member and staff time associated with the consideration of, and inputting of information into, the Delivery Plan.
- 8.2 Delivery of the actions within the Delivery Plan will require funding from a number of sources (including those referred to in paragraph 4.4). Member and staff time will also be required.

9. Risk/opportunity assessment *(potential hazards or opportunities affecting corporate, service or project objectives)*

Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
West Suffolk priorities are not included in LEP Plans for Growth and are therefore not funded/supported	Medium	Full engagement with the SGS process	Low
There is no growth	Medium	We implement the Suffolk Growth Strategy Delivery Plan	Low

10. Legal and policy implications

- 10.1 The Suffolk Growth Strategy and the associated Delivery Plan are not statutory documents, and there is no requirement for it to be produced or adopted by the local authorities. However, they are aligned with the emerging Local Development Frameworks and Suffolk County Council's Community Strategy 'Transforming Suffolk'.

11. Wards affected

11.1 All wards in St Edmundsbury

12. Background papers

12.1 Report D286 Suffolk Growth Strategy (Report to St Edmundsbury Borough Council's Cabinet).

13. Documents attached

13.1 Appendix A – Draft Suffolk Growth Strategy Delivery Plan

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Appendix A – Draft Suffolk Growth Strategy Delivery Plan

Delivery Plan for Suffolk Growth Strategy

Introduction

The production of this delivery plan is the first step towards realising the vision for the Suffolk economy set out in our Suffolk Growth Strategy. This vision is simply to create new, higher value, better paying jobs and more wealth by building on our economic and environmental advantages. This means ensuring that growth in Suffolk is sustainable and takes full advantage of the projected growth in the green economy. The OECD sees green economic growth as the significant driver of a more prosperous Europe. Green growth is not limited to any particular sector, but in Suffolk will be driven by innovation in ICT and in low carbon, renewable and nuclear industries, as well as tourism, food and drink and green buildings sectors in which Suffolk has significant comparative advantage.

This delivery plan is a clear statement that the local authorities will collectively secure the resources required to deliver growth in Suffolk, both over the first three years of this delivery plan and beyond.

This delivery plan sets out our key actions and the impacts we think these will have. It sets out our commitment to making these happen and how we will work with each other, with partners, and with businesses. It also makes clear our commitment to using our own procurement to support the local economy, sustainable and low carbon businesses and to improve our procurement processes.

Key Actions

Informing all our key actions is our focus on green growth:

Building on our comparative advantage, we will increase the green products and services sector, enabling Suffolk businesses to capture at least 20% of all the national projected growth in low carbon and environmental goods and services. We will do this by focussing key actions, including inward investment activity, supply of land, provision of skills and investment in innovation, on the green economy.

We have identified the following key actions we will take.

Skills

1. We will create a locally-led skills system that will prioritise investment to ensure residents have the right skills, at the right time.
2. We will establish a Suffolk wide apprenticeship service that will support employers to create opportunities, drive the growth of high quality apprenticeships and raise awareness among young people of what's on offer.

3. We will boost educational attainment, aspiration and employability by developing an integrated careers and advice system to more effectively connect young people to employment and skills opportunities.
4. We will significantly reduce youth unemployment by establishing a Youth Guarantee that supports every young person on their journey to employment.

Inward Investment and Enterprise

5. We will work with providers to create a Growth Hub for business support for Suffolk which will increase access by start ups, pre start ups and SMEs to local and national business support schemes and funding.
6. We will increase inward investment in Suffolk by new businesses or through growth in existing businesses. We will invest in trade development.
7. We will invest in Suffolk's innovation capacity and networks, for example by working with the ICT sector to develop an ICT innovation cluster.
8. We will work with partners to improve businesses access to finance and to develop finance options where there are currently gaps.
9. We will deliver a package of measures to improve business efficiency and promote environmentally responsible business management. We will build Suffolk's reputation as a centre for the Green Economy and ensure that Suffolk businesses are able to benefit from projected growth in low carbon sectors.

Principal Growth Locations

10. We will use the new Inward Investment service to target the opportunities provided by our 'ready to go' sites to attract investment and support business growth.
11. We will, through simplifying our approaches to planning and unblocking barriers to development, bring forward the sustainable development of major employment sites to attract companies to our growth locations, creating high value jobs in our key sectors
12. We will work in partnership with our towns and market towns to maximise their capabilities as engines for growth.

Infrastructure

13. We will extend the quality and coverage of our digital communications networks supporting the current roll out of the Better Broadband programme, lobbying for improved mobile technology and securing funding for further improvements across the county.
14. We will tackle utilities issues that are constraints to our growth plans (using the Utilities Liaison Group and others) and promote sustainable use of resources.
15. We will secure the long term investment necessary to improve the speed, frequency and capacity of rail services in our region and to improve the overall quality of the passenger experience in accordance with the Rail Prospectus for East Anglia.

16. We will secure investment in local road infrastructure schemes that will support growth and we will lobby for investment in major schemes that require national investment. We will make clear and strong representations against any road schemes that will have an adverse impact upon the Suffolk economy e.g. Toll roads.

Summary of impact

There is more work to do to establish the impact of our interventions. We will gather robust evidence of the impact of our interventions to enable us to secure future funding. The table sets out below the impacts where we have quantified these.

Skills	<ul style="list-style-type: none"> • 50% less youth unemployment by 2018 • 33% growth in apprenticeship starts by 2015 • £15 million increase in local employer investment in skills over the life of this strategy
<i>Inward Investment and Enterprise</i>	<ul style="list-style-type: none"> • An increase in businesses accessing support and taking up national and local support programmes • Increased number of companies trading with Europe and BRIC nations • 15 companies locating or expanding in Suffolk over the next two years • An internationally recognised ICT cluster in Suffolk • 250 small and medium sized businesses supported to improve energy efficiency and reduce emissions • Growth in Suffolk’s low carbon sector businesses
<i>Principal Growth Locations</i>	<ul style="list-style-type: none"> • Delivery of 3,000 jobs across our principal growth locations • Establishment of an effective Suffolk-wide local delivery vehicle and a Strategic Planning and Major Projects Office • Programmed a steady pipeline of development sites coming to market to ensure that we continue to make progress to our target of delivering 50,000 jobs across our growth locations
<i>Infrastructure</i>	<ul style="list-style-type: none"> • Better Broadband programme will ensure that 90% of Suffolk premises will receive superfast broadband (approximately 24Mbs+) and the remaining 10% will have varying speeds between 2Mbps and 24Mbps by 2015. • The roll out of the Suffolk Broadband programme up to 2015 will bring economic growth of up to £2bn over 15 years. • Utility companies will be better able to support growth by directing investment to the locations for growth. • Improved road links will accelerate inward

investment in to the Enterprise Zone and reduce business costs of congestion.

- Improvements to the Great Eastern Main Line will generate economic benefits of £3.7bn

Our commitment to deliver

This ambitious growth programme will require wide ranging and strong **collaboration** between the diverse partners that contribute to economic growth. For example, schools and colleges will have a key role to play in helping Suffolk to achieve its skills goals and we will look to draw on their expertise and creativity in delivering. We are seeking a new level of collaboration across the public and voluntary sectors and with local employers.

We will work collaboratively on strategic planning issues, bringing together expertise and resources into a single unified team to deliver growth and to make the planning process more simple, accessible and faster for developers.

We are working closely with our LEPs to ensure that the delivery of the Suffolk Growth Strategy aligns with the development of the LEP Growth Plans. This delivery plan is Suffolk's contribution to the New Anglia LEP (NALEP) Growth Plan which will be the basis for bids by the LEP for funding from the Single Growth Pot. We will work with Greater Cambridge Greater Peterborough (GCGP) LEP as their Growth plan is developed. We are developing a City Deal for Greater Ipswich and the proposals contained in that Deal on skills, enterprise support and infrastructure are completely integrated into this delivery plan.

Feedback from the consultation on the Suffolk Growth Strategy has made us think hard about how we use our **procurement** activity across all local authorities to:

- support local businesses
- promote sustainable and low carbon growth
- increase the number of apprenticeships in Suffolk

We will simplify our processes to make it easier for local companies to tender for local authority contracts. We are committed to understanding local authority spending with Suffolk businesses and to working with the Suffolk Chamber of Commerce, the Federation of Small Business and the Voluntary and Community Sector (VCS) Congress to promote procurement opportunities to their membership, and to form consortiums to bid for larger contracts. We will encourage our major contractors to use local suppliers, for example by specifying our aspiration to stimulate the local economy in the "social value" criteria of relevant contracts. We will work with the commissioning process to recognise sustainability in procurement decisions.

We will roll out a **key account management system** for our 100 largest and 50 fastest growing businesses so that we know who our largest and fastest growing businesses are, and we understand better what these businesses need to thrive and grow in Suffolk. We will be more joined up in our approach to managing relations with businesses so that local businesses can have confidence local authorities are working together on their behalf.

Summary of Actions

Skills: Stimulating Growth

The ambition of the skills programme is to transform skills from a growth barrier to a growth stimulus.

In taking forward our skills ambitions we will focus on four objectives:

1. We will create a locally-led skills system that will prioritise investment in sectors to ensure residents have the right skills, at the right time.
2. We will establish a Suffolk wide apprenticeship service that will support employers to create opportunities, drive the growth of high quality apprenticeships and raise awareness among young people of what's on offer.
3. We will boost educational attainment, aspiration and employability by developing an integrated careers and advice system to more effectively connect young people to employment and skills opportunities.
4. We will significantly reduce youth unemployment by establishing a Youth Guarantee that supports every young person on their journey to employment.

The impact of our actions will be;

- 50% less youth unemployment by 2018
- 33% growth in apprenticeship starts by 2015
- £15 million increase in local employer investment in skills over the life of this strategy
- Unlock up to 15,000 high value jobs for local people with commensurate increased average earnings and increased GVA
- An increase to 90% in the participation of 16-18 year olds in education and training

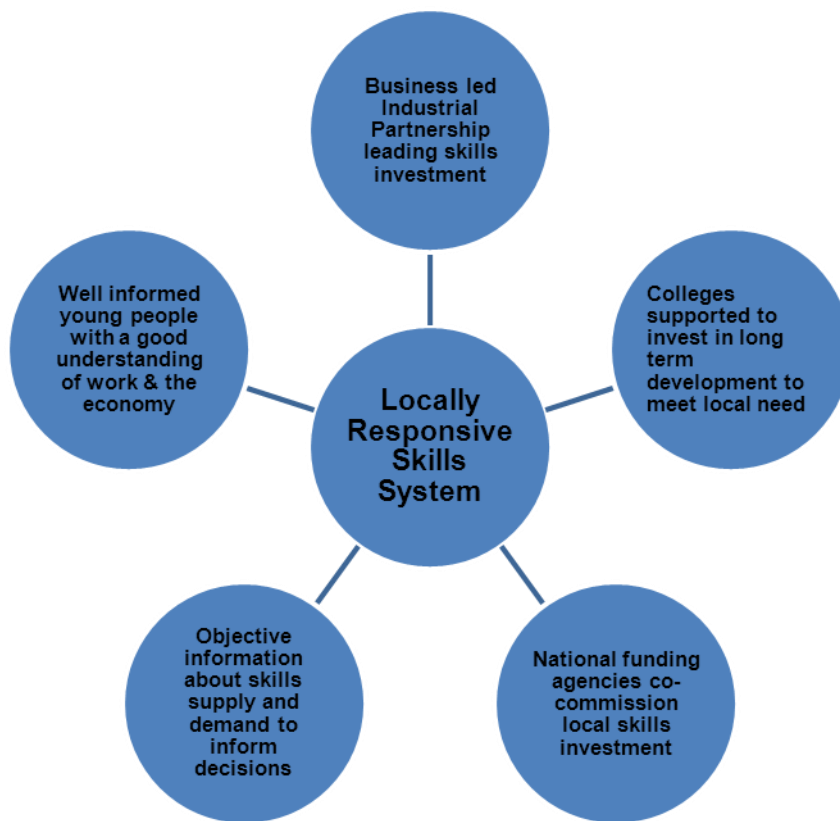
We will create a locally-led skills system that will prioritise investment in sectors to ensure residents have the right skills, at the right time.

The majority of future economic growth opportunities demand a highly skilled workforce qualified to NVQ Level 3, 4, graduate and post-graduate, particularly in construction, manufacturing and engineering, the finance and business sector and Information and Communications Technology (ICT). Our businesses need more qualified people in these sectors to achieve their growth ambitions.

What we will do

- a) Establish a local Industrial Skills Partnership between employers, providers and the public sector to set the strategic priorities for skills investment and seek to develop a co-commissioning partnership with national agencies.
- b) Invest in new research and data gathering to underpin our collective understanding of future skills needs and the relationship between current provision and the economy.
- c) Develop a new approach to working with local businesses that will incentivise greater employer ownership and investment in skills, including the development of SME incentives, technical academy pathways and a local skills fund.

Figure 1: Model for a locally responsive skills system



Cost

Just under £5 million Employer Ownership Pilot bid has been submitted to support the development of the Industrial Skills Partnership, the employer investment incentives and the Youth Guarantee.

Local matched investment will be required to establish a skills fund, alongside monies secured from national agencies and the private sector. Negotiations are also underway regarding the City Deal package.

An initial investment of £30,000 in new data analysis and research. Future costs for further development of the data and intelligence activity to be determined once the Industrial Skills Partnership is established.

We will establish a Suffolk wide apprenticeship service that will support employers to create opportunities, drive the growth of high quality apprenticeships and raise awareness among young people of what's on offer

Apprenticeships increase productivity, reduce staff turnover and result in a more motivated and satisfied workforce. Young people benefit from paid jobs that incorporate training leading to nationally recognised qualifications and a quality route into skilled employment and the adult world of work.

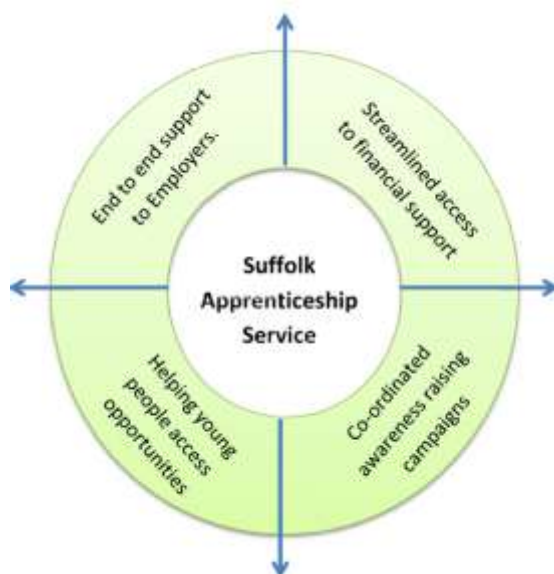
What we will do

- a) Develop a local Apprenticeship service, owned and driven by partners across Suffolk that can support employers to create opportunities, simplifying the apprenticeship process and provide better ongoing support.
- b) Drive the growth of high quality apprenticeships by developing sector specific programmes, and introduce new provision and delivery models where necessary, such as apprenticeship training agency / group training agency models.

c) Raise awareness of the opportunities that apprenticeships can offer, provide access to guidance and vacancies through the local apprenticeships service and continued support through the application process.

Cost

The costs of the Apprenticeship Service will depend on its size and scope and the associated activities that are provided. Once the specification of the service has been agreed by all parties then the proposed service will be costed and an investment strategy finalised. Negotiations are also underway regarding the City Deal package. Suffolk CC and Ipswich Borough Council have already committed an investment in apprenticeship activity which will be aligned to this action.



We will boost educational attainment, aspiration and employability by developing an integrated careers and advice system to more effectively connect young people to employment and skills opportunities.

Raising the Bar has highlighted a compelling case for change in terms of supporting young people's preparation for and transition towards work.

Figure 2: The future model



What we will do

We will *Raise the Bar* by ensuring every young person has the opportunities and support they need to make a successful transition into work:

- We will create a learning framework that supports the systematic development of employability skills through the primary and secondary phase and actively involves employers and parents.
- We will establish a brokerage system to connect young people and employers more effectively, support learning framework activities and increase access to employer mentors.
- We will broaden young peoples' horizons through developing their understanding of the local economy by investing in an online portal and supporting materials that can provide accessible information about the local economy and job opportunities in Suffolk and ensuring access to effective careers support.
- We will develop excellent HR and procurement practice across the Suffolk Public Sector that supports young people to access more work opportunities.

Cost

Suffolk County Council has already committed an investment to enable this work to begin. As part of this programme a long term solution needs to be developed with the LEP, the private sector and education partners regarding the funding model for the brokerage.

We will significantly reduce youth unemployment by establishing a Youth Guarantee that supports every young person on their journey to employment.

Our long-term ambition is to eradicate youth unemployment and the blight it has on young peoples' and families' lives. Our model for a Youth Guarantee will centre on a single advocate providing support to the young person throughout their journey to employment.

What we will do

- Develop an advocacy-led youth employment package that supports each unemployed young person to move towards work.
- Develop a NEET prevention offer that supports 'at risk' young people to make successful transitions from school to work.
- Work with employers to increase the opportunities for young people to access work through traineeships and supported employment.

Cost

This programme will be financed through a combination of spending existing funds more effectively and securing new money to invest in solving the long term unemployment challenge. Just under £5 million Employer Ownership Pilot bid has been submitted to support the development of the Industrial Skills Partnership, the employer investment incentives and the Youth Guarantee. Negotiations are also underway regarding the City Deal package.

Enterprise and Inward Investment

Suffolk's future prosperity depends on business growth through the creation of new businesses, the growth of existing businesses and attracting new investment from outside the county. We will take four actions to support business growth:

5. We will work with providers to create a Growth Hub for business support for Suffolk which will increase access by start ups, pre start ups and SMEs to local and national business support schemes and funding.
6. We will increase inward investment in Suffolk by new businesses or through growth in existing businesses. We will invest in trade development.
7. We will invest in Suffolk's innovation capacity and networks, for example by working with the ICT sector to develop an ICT innovation cluster.
8. We will work with partners to improve businesses access to finance and to develop finance options where there are currently gaps.
9. We will deliver a package of measures to improve business efficiency and promote environmentally responsible business management. We will build Suffolk's reputation as a centre for the Green Economy and ensure that Suffolk businesses are able to benefit from projected growth in low carbon sectors.

Taken together the impact of these actions will be:

- An increase in businesses accessing support and taking up national and local support programmes
- Increase in the number of business start-ups
- Increase in companies exporting
- Generation of 30 inward investment leads over the next 2 years
- 1000 unique visitors over the next two years
- 15 companies locating or expanding in Suffolk over the next two years
- 500 jobs created as a consequence of inward investment
- Increase in trade with BRIC countries
- International recognition of ICT cluster attracting inward investment, investors, new company starts and collaborative opportunities
- Cluster of biotechnology companies in Suffolk working with UCS to capitalise on proximity to Cambridge and Norwich Research Park for inward investment and collaborative opportunities
- 250 small and medium sized businesses supported in improve energy efficiency and reduce emissions

- Growth in Suffolk’s low carbon sector businesses
- More skilled local jobs within LCEGS sectors

We will work with providers to create a Growth Hub for business support for Suffolk which will increase access by pre start ups, start ups and SMEs to local and national business support schemes and funding.

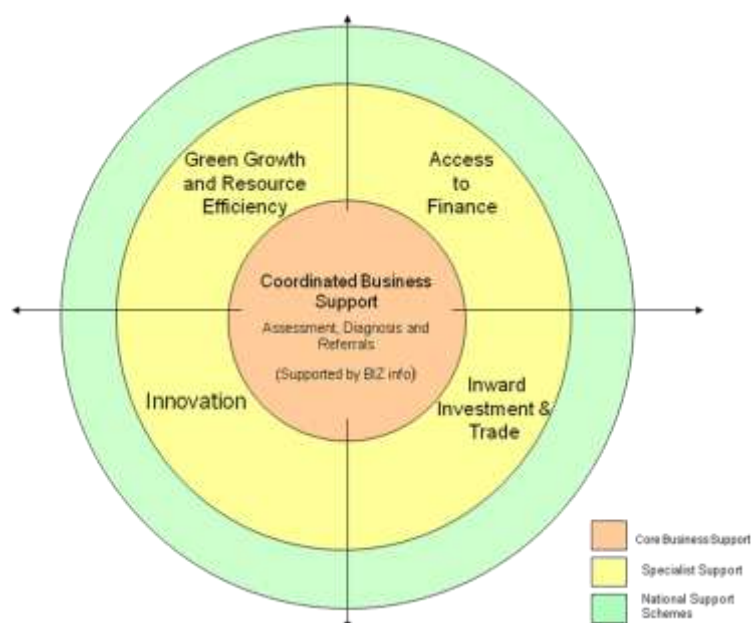
All of our actions under the enterprise and inward investment theme are framed in the context of a “Growth Hub”. The Suffolk Growth Hub will address the fragmented landscape of business support in Suffolk by coordinating both local and national business support. At its core will be a number of existing support services provided by a range of providers including enterprise agencies such as NWES, MENTA and Suffolk Chamber, accountants, solicitors, banks and business representative bodies such as the Federation of Small Businesses (FSB).

These providers are able to offer pre-start, start up and business growth advice. Working collaboratively through the Growth Hub with providers we will be able to offer a much more joined up and less fragmented service. We want to create a “no wrong door” for Suffolk businesses to connect with business support services.

Around this core of general business support services we wish to provide a range of more specialist activity focussed on companies that have gone beyond the pre start and start up stage.

The hub will have a key role in ensuring that national business support schemes are working in conjunction with support provided at a local level. We and the LEP are talking to national providers such as UKTI and MAS about their role in the hub as partners. National schemes will be enhanced by increasing local understanding of their offer and ensuring their offer is fit for local needs. Involvement of the national schemes will be agreed through the Greater Ipswich City Deal proposal which may also provide a source of co-financing.

Information on each area of the growth hub is provided below.



What we will do

- a) We will develop a model with providers and NALEP which coordinates current local and national business support in Suffolk and develop options to address any gaps in provision

Cost

To be discussed and agreed as part of City deal negotiation. SCC currently invests circa £140k in business support activity.

We will increase investment in Suffolk through the growth of new and existing businesses. We will invest in trade development.

We will establish Suffolk as a world class location at the forefront of low carbon economy, where high value businesses locate, grow and trade. We will deliver a proactive, coordinated and effective inward investment service to support companies seeking to locate or expand in Suffolk.

Inward investment is a critical activity for stimulating demand for the growth location sites and realising the jobs growth associated with these sites.

What we will do:

- a) We will promote and market key sites within the growth locations as these come forward for development.
- b) We will market 'Suffolk - the bright place to do businesses' to targeted audiences across the UK and globally, focusing on our key sectors.
- c) We will set up a joint Invest in Suffolk team drawn from across the Suffolk councils to ensure that we can respond to investment queries swiftly and engage effectively with UKTI.

We will work in partnership with the Suffolk Chamber of Commerce to:

- d) Build relations with existing businesses to ensure that these continue to invest and grow in Suffolk.
- e) Develop an aftercare programme for new businesses and expanding businesses post-investment.
- f) Set up a sales team to sell Suffolk to targeted businesses within the financial, ICT and biotech sectors and those businesses in the low carbon and environmental sector.
- g) Deliver practical advice and training in processes for international trade.
- h) Promote trade opportunities, particularly in the BRIC countries.

Cost

£810k per annum (currently SCC invests 160k, other councils invest in this activity also)

We will invest in Suffolk's innovation capacity and networks, for example by working with the ICT sector to develop an ICT innovation cluster.

Innovation is a key driver for growth and innovative economies are more productive and grow faster. We want to see Suffolk businesses take advantage of opportunities to use innovative practices and processes to help them grow. This will be through creating industry clusters in sectors where we have existing strengths and using assets at University Campus Suffolk to provide wider support on innovation to Suffolk businesses. Whilst, to some extent, all companies innovate to continue to trade this action is focussed on two key aims:

- a) supporting specific targeted sectors with very specialised support to create clusters, and,
- b) helping businesses to build those links with the HE sector to capitalising on innovative processes, products and systems.

What we will do

- a) We will work with the ICT sector to develop an ICT innovation cluster on the Waterfront in Ipswich by 2016,
- b) We will develop a model for an innovation cluster for biotechnology in Suffolk by December 2013, for delivery by 2016, and
- c) We will begin delivery of innovation support to Suffolk business through UCS by 2014. In addition to UCS, we will also develop links with other HE institutions to allow Suffolk businesses to capitalise on research and collaboration opportunities.

Cost

£250,000 per annum (significantly more if capital investment required)

We will work with partners to improve businesses access to finance and to develop finance options where there are currently gaps.

Businesses in our area still face difficulties accessing finance.

What we will do

- a) We will work to make sure that businesses are effectively signposted to all relevant sources of finance through the Hub
- b) We will develop funding solutions with the LEP and other partners where gaps are identified in business support.

We will deliver a package of measures to improve business efficiency and promote environmentally responsible business management. We will build Suffolk's reputation as a centre for the Green Economy and ensure that Suffolk businesses are able to benefit from projected growth in low carbon sectors.

Improving the cost, energy and resource efficiency of Suffolk's businesses will improve their profitability, enable greener economic growth, and relieve some of the strain on Suffolk's infrastructure. This in turn drives local demand for and growth in the Low carbon and Environmental Goods and Services (LCEGS) Sectors, as part of our wider strategy for growth in green businesses. The sector is forecast to grow at 5% per annum, driven by increasing demand for low carbon products. This twin approach has the potential to create thousands of high value and highly skilled jobs.

What we will do

- a) We will work with at least 100 micro and small businesses per annum. and a further 100 medium sized businesses per annum to improve resource efficiency and reduce direct and supply chain emissions.
- b) We will encourage take up of accreditations such as the Suffolk Carbon Charter to build a strong brand for Suffolk's green sustainable economy.

Cost

£300k per annum

This includes SCC investment of £360k over the next two years. The Suffolk Climate Change Partnership also invests £50k per annum, alongside other project investments.

Principal Growth Locations

To bring forward development at our principal growth locations we will focus on three objectives:

10. We will use the new Inward Investment service to target the opportunities provided by our 'ready to go' sites to attract investment and support business growth.
11. We will, through simplifying our approaches to planning and unblocking barriers to development, bring forward the sustainable development of major employment sites to attract companies to our growth locations, creating high value jobs in our key sectors
12. We will work in partnership with our towns and market towns to maximise their capabilities as engines for growth.

The impact of our actions will be:

- Delivery of 3,000 jobs across our principal growth locations
- Establishment of an effective Suffolk-wide local delivery vehicle and a Strategic Planning and Major Projects Office
- Programmed a steady pipeline of development sites coming to market to ensure that we continue to make progress to our target of delivering 50,000 jobs across our growth locations

We will use the new Inward Investment service to target the opportunities provided by our 'ready to go' sites to attract investment and support business growth

We have a number of sites that are development ready, for example Futura Park in Ipswich and Haverhill Research and Business Parks, and for which we must improve and prioritise our marketing and inward investment offers.

What we will do

- a) We will use the new Inward Investment approach outlined in this delivery plan to bring sector knowledge and demand information together with the opportunities these sites provide.

We will, through simplifying our approaches to planning and unblocking barriers to development, bring forward the sustainable development of major employment sites to attract companies to our growth locations, creating high value jobs in our key sectors

We know that in a number of cases it is high upfront development costs that are a barrier to development, for example our Enterprise Zone sites and Adastral Park. We believe a local delivery vehicle, making use of assets that we own and our access to resources through, for example, pooled business rates, could enable critical infrastructure to be forward funded.

What we will do

- a) We will develop a detailed understanding of the obstacles to development on our key sites.
- b) We will ensure that our infrastructure investment priorities (as set out in that section of the delivery plan) are directly linked to the delivery of our strategic employment sites and will work relentlessly to explore every opportunity to seek additional monies from other sources such as the forthcoming Single Local Growth Fund.

- c) We will ensure that the planning function in Suffolk is not an obstacle to growth but the process is embedded with a “can do” attitude to deliver the sustainable growth required by the delivery plan by introducing a Suffolk Development Charter which will embed and set out our commitment to a high quality strategic planning and development management service. This will ensure that our key sites that are yet to receive planning approval are expedited through the system.
- d) We will provide a consistent message to business by ensuring collaboration through a Strategic Planning and Major Projects Office to deliver a unified streamlined system and that proactive use is made of all existing (and new) measures that are being introduced to streamline the planning process (for example by making greater use of Local Development Orders which extend permitted development rights) to ensure that businesses get a consistent level of service across the county.
- e) We will undertake a fundamental review in close liaison with business, of our employment land availability to make sure it reflects the emerging needs of businesses and creates conditions for low carbon development and sustainable businesses.

We will work in partnership with our towns and market towns to maximise their capabilities as engines for growth.

We recognise that our town centres are the heart of our communities and need support if they are to grow and prosper. Town centres face a number of threats and it is important that these are recognised and that we create an attractive investment environment for new town centre development to ensure they are competitive and provide customer choice with a diverse offer which will include a range of uses in addition to retail and will include residential. Regeneration of key development sites will be a critical element of our reinvigorating town centres and we will divert resources and assets to ensure that this is achieved.

What we will do

- a) Support the work of Local Planning Authorities via the Strategic Planning and Major Projects Office to strategically promote and plan for our town centres by undertaking an assessment of the need to expand and support town centres to ensure a sufficient supply of suitable sites.

Infrastructure

Infrastructure remains key to unlocking local growth opportunities. We have identified four areas where our actions and intervention will help to deliver the infrastructure necessary to meet our growth ambitions.

13. We will extend the quality and coverage of our digital communications networks supporting the current roll out of the Better Broadband programme, lobbying for improved mobile technology and securing funding for further improvements across the county.
14. We will identify and tackle any utilities issues that are constraints to our growth plans (using the Utilities Liaison Group and others) and promote sustainable use of resources.
15. We will secure the long term investment necessary to improve the speed, frequency and capacity of rail services in our region and to improve the overall quality of the passenger experience in accordance with the Rail Prospectus for East Anglia.
16. We will secure investment in local road infrastructure schemes that will support growth and we will lobby for investment in major schemes that require national investment. We will make clear and strong representations against any road schemes that will have an adverse impact upon the Suffolk economy e.g. Toll roads.

The impact of our activities will be:

- Better Broadband programme will ensure that 90% of Suffolk premises will receive superfast broadband (approximately 24Mbs+) and the remaining 10% will have varying speeds between 2Mbps and 24Mbps by 2015.
- The roll out of the Suffolk Broadband programme up to 2015 will bring economic growth of up to £2bn over 15 years and will lead to the creation of up to 5000 full time jobs. As well as helping us to cut carbon emissions through greater on-line working.
- Utility companies will be better able to support growth by directing investment to the locations for growth. Developers of sites will be better informed of the costs of infrastructure at an early stage and clear communication lines between both sides will facilitate better negotiations.
- Lowestoft is a designated Enterprise Zone identifying and undertaking those actions required to improve road links will help to realise economic benefits in the area by: reducing congestion, supporting key sectors such as energy and tourism and making the town more attractive to potential inward investors.
- The reduction of congestion and the improvement of road linkages across the County will directly save businesses money; improve connectivity; and enable Suffolk to attract tourists and businesses to start or relocate here.
- Improvements to Greater Eastern Main Line (GEML) into London would help deal with over capacity and make Suffolk a more attractive base for commuters. The economic benefits of improving the GEML into London (which would help deal with over capacity and make Suffolk a more attractive base for commuters) are projected to be in the region of £3.7 billion.

We will extend the quality and coverage of our digital communications networks supporting the current roll out of the Better Broadband programme, lobbying for improved mobile technology and securing funding for further improvements across the county.

Digital connectivity has become essential to growth in modern economies with businesses across the county dependent on our mobile and broadband networks to communicate and trade. We know key growth sectors are increasingly dependent on very high speed networks to remain competitive and good broadband connectivity remains the top infrastructure issue for business wanting to grow.

What we will do

We will work to lobby for improvements to mobile phone network in line with “Smart Anglia” ambitions, including involvement in the DCMS “Mobile Infrastructure Project” and will continue to seek investment in digital infrastructure. Resources required include for Broadband_£24m (committed) public investment over three years, plus contributions from BT.

We tackle utilities issues that are constraints to our growth plans (using the Utilities Liaison Group and others) and promote sustainable use of resources.

The provision of high quality utility networks including gas, water and electricity are an essential condition for the development and expansion of business across the county and a pre-requisite for growth. We face some particular local challenges which must be addressed such as the expansion of energy intensive sectors (manufacturing and agriculture), the rural nature of the county and the

fact we are the driest region in the country. Furthermore, the current regulatory frameworks for utilities are acting as a brake on growth with the industry being too risk averse to advance investment in network development.

What we will do

- a) We will establish the Utilities Liaison Group which will include utility companies; local authorities; and major business users.
- b) We will also work to lobby for future investment in utilities including a Project and match funding budget of £100K and work with the Environment Agency on more sustainable water management.
- c) We will lobby Government and the regulators to ensure that the regulatory environment is conducive to supporting growth.

We will secure the long term investment necessary to improve the speed, frequency and capacity of rail services in our region and to improve the overall quality of the passenger experience in accordance with the Rail Prospectus for East Anglia.

Rail is integral to the economic success of our region and investment is required if we are to ensure that our network has the capacity to carry increasing numbers of passengers and freight; resources required include a £20K fund for lobbying activities. With decent, reliable and rapid trains, our businesses would find it easier to operate and attract investment and skilled staff. Critical long term investment decisions are about to be made about our rail network and it is crucial that we take every opportunity to set out the case for investment in our region, to highlight our priority areas for investment and to explain how these link to economic growth in our county. The following priorities are set out in detail in the prospectus:

- **Improvements to the Greater Eastern Main line (GEML) into London** (the economic benefits of doing this are projected to be in the region of £3.7 billion).
- **Improvements to the Felixstowe – Nuneaton line**
- **Improvements to local lines/key regional hubs**

What we will do

- a) We will make strong representations to secure future investment and improvement in rail infrastructure.
- b) We will work with New Anglia LEP and others to establish a rail “champion” who will drive improvements for rail passengers travelling to and from our region.

We will secure investment in local road infrastructure schemes that will support growth and we will lobby for investment in major schemes that require national investment. We will make clear and strong representations against any road schemes that will have an adverse impact upon the Suffolk economy e.g. Toll roads.

Strategic road improvements are required to enable the efficient movement in and around our major towns and employment sites. Underinvestment in our road network leading to congestion and unreliable journey times is a major obstacle for businesses looking to expand and invest in Suffolk.

While Suffolk is located within easy reach of major economic centres such as London and Cambridge, our county is currently unable to make the most of this competitive advantage because of increasing levels of congestion affecting major strategic routes including the A11, A12 and A14.

Improvements to the A14 particularly around Huntingdon and Cambridge would result in welcome reductions in congestion for the benefit of local and regional users of the A14. Current proposals to establish a Toll Road on the A14 would adversely affect existing businesses in Suffolk and would discourage businesses from locating here.

Connectivity between Suffolk's economic centres is also affected by deficiencies in the local road network. Resources available include LTB notional allocation 2015 – 2021 (£39 million across Norfolk & Suffolk) and the LTP allocation 2016 – 2021 (est. £5 million/year).

What we will do

- a) We will work to lobby for future investment in road infrastructure and will continue to bid for external funding.
- b) We will work with neighbouring counties and the Highways Agency to ensure a whole route approach is adopted for the A14, with improvements at Copdock and Bury St Edmunds in addition to the proposed improvements around Cambridge.
- c) We will oppose schemes that would adversely affect the Suffolk Economy e.g. the proposed A14 toll road.