



TO: **ALL CABINET MEMBERS**  
**(Copy to recipients of Cabinet Papers)**

**Our reference** CS  
**Your reference** N/A  
**Contact** Claire Skoyles  
**Direct Dial** 01284 757176  
**Email** claire.skoyles@westsuffolk.gov.uk

12 October 2017

Dear Councillor

**ST EDMUNDSBURY CABINET - TUESDAY 17 OCTOBER 2017**

I am now able to enclose, for consideration at next Tuesday's meeting of the St Edmundsbury Cabinet, the following reports that were unavailable when the agenda was printed.

- | <b>Agenda No</b> | <b>Item</b>   |
|------------------|---|
| 9.               | <b><u>Report of the West Suffolk Joint Growth Steering Group: 9 October 2017 (Pages 1 - 4)</u></b><br>Report No: <b>CAB/SE/17/052</b>   |
| 10.              | <b><u>Recommendation of the West Suffolk Joint Growth Steering Group: 9 October 2017: Response to Hargrave Neighbourhood Plan: Pre-submission Version 2017-2031 (Pages 5 - 62)</u></b><br>Report No: <b>CAB/SE/17/053</b> |
| 11.              | <b><u>Norfolk and Suffolk Economic Strategy (Pages 63 - 116)</u></b><br>Report No: <b>CAB/SE/17/054</b>   |
| 12.              | <b><u>Suffolk Business Park Vision (Pages 117 - 124)</u></b><br>Report No: <b>CAB/SE/17/055</b>   |
| 15.              | <b><u>Exempt: Investing in our Commercial Asset Portfolio (para 3) (Pages 125 - 134)</u></b><br>Exempt Report No: <b>CAB/SE/17/057</b>  |

**Karen Points** • Assistant Director (Human Resources, Legal and Democratic Services)  
**Tel** 01284 757015 • **Fax** 01284 757110  
**Email** democratic.services@westsuffolk.gov.uk

West Suffolk House • Western Way • Bury St Edmunds • Suffolk • IP33 3YU  
**www.westsuffolk.gov.uk**

Yours sincerely

Claire Skoyles  
Democratic Services Officer  
Human Resources, Legal and Democratic Services

# Cabinet



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Report of the West Suffolk Joint Growth Steering Group: 9 October 2017</b>	
<b>Report No:</b>	<b>CAB/SE/17/052</b>	
<b>Report to and date:</b>	<b>Cabinet</b>	17 October 2017
<b>Portfolio holder and Chairman of the Steering Group:</b>	Cllr Alaric Pugh Portfolio Holder for Planning and Growth and Chairman of the West Suffolk Joint Growth Steering Group <b>Tel:</b> 07930 460899 <b>Email:</b> <a href="mailto:alaric.pugh@stedsbc.gov.uk">alaric.pugh@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Julie Baird Assistant Director (Growth) <b>Tel:</b> 01284 757613 <b>Email:</b> <a href="mailto:Julie.baird@westsuffolk.gov.uk">Julie.baird@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	On 9 October 2017, the West Suffolk Joint Growth Steering Group considered the following items: <ol style="list-style-type: none"> <li>(1) Growth Priorities – Evidence Base.</li> <li>(2) Future Housing Delivery Options.</li> <li>(3) Planning Technical Guidance Note: Minimum Space Standards.</li> <li>(4) Response to Hargrave Neighbourhood Plan: Pre-Submission Version 2017-2031.</li> <li>(5) Work Programme 2017/2018 and Terms of Reference.</li> </ol> A separate report is included on this Cabinet agenda for Item <b>(4)</b> above.	
<b>Recommendation:</b>	<b>The Cabinet is requested to <u>NOTE</u> the contents of Report No: CAB/SE/17/052, being the report of the West Suffolk Joint Growth Steering Group.</b>	

<b>Key Decision:</b> <i>(Check the appropriate box and delete all those that <b>do not</b> apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
<b>Consultation:</b>		See Reports listed under background papers below	
<b>Alternative option(s):</b>		See Reports listed under background papers below	
<b>Implications:</b>			
<i>Are there any <b>financial</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> See Reports listed under background papers below	
<i>Are there any <b>staffing</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> See Reports listed under background papers below	
<i>Are there any <b>ICT</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> See Reports listed under background papers below	
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> See Reports listed under background papers below	
<i>Are there any <b>equality</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> See Reports listed under background papers below	
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
See Reports listed under background papers below			
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		Please see background papers, which are listed at the end of the report	
<b>Documents attached:</b>		None	



## 1.1 **Growth Priorities – Evidence Base**

1.1.1 The Assistant Director (Growth) provided a presentation to the Steering Group which set out an update on the evidence base to the growth priorities and also set out the proposed elements for the forthcoming West Suffolk Growth and Investment Strategy.

1.1.2 The presentation, particularly centred on the following areas:

- The focus of energies and resources to achieve good growth in West Suffolk
- The Councils' role as an 'Investor'.
- Proposed investment principles.
- Understanding private sector investment and how to attract this.
- Assessment criteria for investment.
- Development of an Expert Developer/Investor Forum

1.1.3 The Assistant Director also explained the Strategy was due to be considered by both Cabinets/Councils during November and December 2017.

1.1.4 Whilst discussing this item, Members supported this proposed framework for growth and investment and also made the following comments/observations:

- Ensuring that there were sufficient internal resources to be able to deliver the principles of the Strategy.
- Ensuring that collaborations with the public/private/third sector were structured to allow for the principles of the Strategy to be delivered.
- Ensuring that internal processes were also in place to ensure the accelerated delivery of appropriate development and growth.
- Consideration to be given to the development of a local adaptability fund which could be used for the updating of commercial buildings.

1.1.5 There being no decision required, the Steering Group **noted** the presentation.

## 1.2 **Future Housing Delivery Options**

1.2.1 Dale Gagen, Corporate Project Officer, Borough Council of King's Lynn and West Norfolk was in attendance for this item and provided the Steering Group with a presentation which explained how the Council was addressing the provision of housing within the Borough, particularly on those sites which had been challenging to develop.

1.2.2 The Steering Group asked questions of the Officer, which centred around:

- Percentage levels for the provision of affordable housing and any issues around viability.
- The required working arrangements with other partner organisations (ie highways, utilities providers, developers) to allow for this to be successful.

1.2.3 There being no decision required, the Steering Group **noted** the presentation.

### 1.3 **Planning Technical Guidance Note: Minimum Space Standards**

1.3.1 The Steering Group were informed that, following on from concerns which had previously been raised by Members with regard to the size of new houses being built, an interim Technical Guidance Note had now been produced which set out the minimum space standards that West Suffolk would seek on all new planning applications for the development of new housing, which was based on the Government's National Space Standards.

1.3.2 It was explained that this was only an interim Technical Guidance Note, at this stage and could not be classed as a material consideration for planning applications, but regard to it would be sought. However, it was the intention for this to become a policy within the new West Suffolk Local Plan, once adopted.

1.3.3 This Technical Guidance Note would also be considered by both Cabinets in November 2017. It was also agreed for this Guidance Note to be circulated to the Steering Group for their information.

1.3.4 There being no decision required, the Steering Group **noted** the verbal update.

### 1.4 **Work Programme 2017/2018 and Terms of Reference**

1.4.1 The Steering Group received proposed draft Terms of Reference for the Group to become a 'Growth and Innovation Group', who would assist the Cabinet with forming strategy and policy on key issues that would influence the growth agenda within West Suffolk. If these draft Terms of Reference were supported by the Steering Group, then these would be considered by both Cabinets for adoption accordingly.

1.4.2 The Steering Group unanimously **supported** the proposed draft Terms of Reference for a Growth and Innovation Group, for consideration by both Cabinets in due course.

## **2. Background Papers**

2.1.1 Growth and Innovation Group – Proposed Draft Terms of Reference ([Report No: JGG/JT/17/005](#))

# Cabinet



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Recommendations of the West Suffolk Joint Growth Steering Group: 9 October 2017 – Response to Hargrave Neighbourhood Plan: Pre-submission Version 2017-2031</b>	
<b>Report No:</b>	<b>CAB/SE/17/053</b>	
<b>Report to and date:</b>	<b>Cabinet</b>	17 October 2017
<b>Portfolio holder and Chairman of the Steering Group:</b>	Councillor Alaric Pugh Portfolio Holder for Planning and Growth <b>Tel:</b> 07930 460899 <b>Email:</b> <a href="mailto:alaric.pugh@stedsbc.gov.uk">alaric.pugh@stedsbc.gov.uk</a>	
<b>Lead officers:</b>	Julie Baird Assistant Director (Growth) <b>Tel:</b> 01284 757613 <b>Email:</b> <a href="mailto:julie.baird@westsuffolk.gov.uk">julie.baird@westsuffolk.gov.uk</a> Marie Smith Service Manager (Planning Strategy) <b>Tel:</b> 01638 719260 <b>Email:</b> <a href="mailto:marie.smith@westsuffolk.gov.uk">marie.smith@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	On 9 October 2017, the West Suffolk Joint Growth Steering Group considered the following substantive item of business:  (1) Response to Hargrave Neighbourhood Plan: Pre-submission Version 2017-2031	
<b>Recommendations:</b>	<b>It is <u>RECOMMENDED</u> that:</b>  (1) <b>The comments contained within Report No: JGG/JT/17/004 be endorsed to form the basis of a formal response to the Pre-submission Version of the Hargrave Neighbourhood Plan 2017-2031, subject to the inclusion of the further comments/typographical errors, as set out in paragraphs 1.8 and 1.9 of Report No: CAB/SE/17/053.</b> <i>Continued over.....</i>	

	<b>(2) To agree that the Hargrave Neighbourhood Plan accords with the strategic policies of the St Edmundsbury Borough Council Local Plan, in addition to meeting the requirements of the Service Level Agreement between Hargrave Parish Council and St Edmundsbury Borough Council.</b>		
<b>Key Decision:</b> <i>(Check the appropriate box and delete all those that <b>do not</b> apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>		
<i>The decisions made as a result of this report will usually be published within <b>48 hours</b> and cannot be actioned until <b>five clear working days of the publication of the decision</b> have elapsed. This item is included on the Decisions Plan.</i>			
<b>Consultation:</b>	• See Report No: JGG/JT/17/004		
<b>Alternative option(s):</b>	• See Report No: JGG/JT/17/004		
<b>Implications:</b>			
<i>Are there any <b>financial</b> implications? If yes, please give details</i>		See Report No: JGG/JT/17/004	
<i>Are there any <b>staffing</b> implications? If yes, please give details</i>		See Report No: JGG/JT/17/004	
<i>Are there any <b>ICT</b> implications? If yes, please give details</i>		See Report No: JGG/JT/17/004	
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>		See Report No: JGG/JT/17/004	
<i>Are there any <b>equality</b> implications? If yes, please give details</i>		See Report No: JGG/JT/17/004	
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
See Report No: JGG/JT/17/004			
<b>Ward(s) affected:</b>		Wickhambrook Ward	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		None	
<b>Documents attached:</b>		<b>Appendix:</b> West Suffolk Joint Growth Steering Group: 9 October 2017 - Report No: JGG/JT/17/004 and Appendix A	

# **1. Response to Hargrave Neighbourhood Plan: Pre-Submission Version 2017-2031 (Report No: JGG/JT/17/004)**

## 1.1 Background

1.2 A Neighbourhood Plan is a community-led framework for guiding the future development and growth of an area. Hargrave Parish Council has identified a neighbourhood area that reflects the parish boundary and this has been approved by the Council.

1.3 St Edmundsbury Borough Council has a duty to support the Parish Council in the development of their Neighbourhood Plan Council and were required to consider whether the Plan met the requirements of the Localism Act. There is a legal requirement that the proposed Neighbourhood Plan is publicised before it is submitted to the Local Planning Authority. Hargrave Parish Council are at this Pre-submission (Regulation 14) stage.

1.4 The Parish Council have asked the Council for feedback on their draft Plan by the consultation deadline of 31 October 2017.

## 1.5 Comments on the Hargrave Neighbourhood Plan

1.6 Officers have reviewed the Plan (as set out in Appendix A to Report No: JGG/JT/17/004) and, overall, find it broadly in accordance with the strategic policies within the Local Plan and the requirements of the Localism Act and also addressed the standards set out within the Service Level Agreement between St Edmundsbury Borough Council and Hargrave Parish Council.

1.7 Paragraph 2. of Report No: JGG/JT/17/004 explained that the Neighbourhood Plan's consultation posed a series of questions and this report set out proposed responses for Members' consideration. Members were being recommended to endorse these comments which would then form the basis of a formal response to the Pre-submission version of the Hargrave Neighbourhood Plan, which would then be referred to Cabinet for approval.

1.8 In discussing the Neighbourhood Plan, the Steering Group wished to commend the Parish Council on the production of this document. Having then considered the questions and responses as set out in paragraph 2. of Report No: JGG/JT/17/004, the Steering Group also wished to raise the following comments/observations for feeding back to the Parish Council:

- It was acknowledged that the Plan had been produced by the community and was designed to allow for the village to be able to expand gradually/naturally, but it was questioned as to whether some of the aspirational elements of the Plan would actually be deliverable.
- For clarity, it was considered that there could be a separate distinction from the 'aspirational' and 'policy' elements of the Plan. Members suggested that the community actions could be appended as a supplement to the Plan, rather than being embedded amongst the policy text.
- Members discussed whether the Plan was too long, therefore, possibly making it unwieldy. They suggested that perhaps concepts could be

explored more graphically rather than through text.

- The Parish Council should be informed that St Edmundsbury Borough Council is due to produce a new Local Plan in the near future. This will be a West Suffolk Local Plan, in conjunction with Forest Heath District Council. West Suffolk would welcome the Parish Council's involvement in the preparation and consultation of that Plan.
- Members recognised the need for a "vibrant countryside", allowing modest growth within the village to enable a sustainable settlement.
- Members suggested that the settlement boundary could be more ambitious, subject to ensuring consistency with the countryside protection and settlement hierarchy strategic policies of the Local Plan and St Edmundsbury Borough Council's Vision 2031, in addition to national planning policies.
- The Parish Council are asked to note that 'dormer' should be spelt generically, rather than referring to the brand 'dorma' within paragraph 10.18 of the Plan. The proposals map also contained a typographical error where it read '*Locally*' instead of '*Local Heritage Asset*'.
- Members recognise that the Plan is the result of hard work, the policies are well worded and the Parish Council Working Group should be applauded.

1.9 Within Report No: JGG/JT/17/004, the following typographical errors were also reported:

- Paragraph 2.4 - (Hargrave Housing Settlement Boundary. Do you agree with Policy HAR2 (Section 7.5)?)  
In the third sentence, the following words be reversed to read "*that accords*".
- Paragraph 2.6 (Communications Technology. Do you agree with Policy HAR4 (Section 9.4)?)  
Section 9.4 should be amended to read '*Section 7.14*'.

1.10 Recommendations

1.11 The Steering Group recommended that the comments contained within Report No: JGG/JT/17/004 be endorsed, to form the basis of a formal response to the Pre-Submission Version of the Hargrave Neighbourhood Plan 2017-2031, subject to the further comments/typographical errors as set out in paragraphs 1.8 and 1.9 above.

1.12 The Cabinet is also recommended to agree that the Neighbourhood Plan is in accordance with the strategic policies of the St Edmundsbury Borough Council Local Plan, in addition to meeting the requirements of the Service Level Agreement between Hargrave Parish Council and St Edmundsbury Borough Council.

# West Suffolk Joint Growth Steering Group

Forest Heath &amp; St Edmundsbury councils



**West Suffolk**  
working together

<b>Title of Report:</b>	<b>Response to Hargrave Neighbourhood Plan: Pre-submission Version 2017-2031</b>	
<b>Report No:</b>	<b>JGG/JT/17/004</b>	
<b>Report to and dates:</b>	<b>West Suffolk Joint Growth Steering Group</b>	9 October 2017
	<b>SEBC Cabinet</b>	17 October 2017
<b>Portfolio holder:</b>	Alaric Pugh SEBC Portfolio Holder for Planning and Growth <b>Tel:</b> 07930 460899 <b>Email:</b> <a href="mailto:alaric.pugh@stedsbc.gov.uk">alaric.pugh@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Julie Baird Assistant Director (Growth) <b>Tel:</b> 01284 757613 <b>Email:</b> <a href="mailto:Julie.baird@westsuffolk.gov.uk">Julie.baird@westsuffolk.gov.uk</a>	Marie Smith Service Manager (Planning Strategy) <b>Tel:</b> 01638 719260 <b>Email:</b> <a href="mailto:marie.smith@westsuffolk.gov.uk">marie.smith@westsuffolk.gov.uk</a>
<b>Purpose of report:</b>	To provide a response on behalf of West Suffolk to the Pre-submission version of the Hargrave Neighbourhood Plan 2017-2031.	
<b>Recommendation:</b>	<b>That the West Suffolk Joint Growth Steering Group recommends to the SEBC Cabinet, to endorse the comments within Report No: JGG/JT/17/004, which will form the basis of a formal response to the Pre-submission Version of the Hargrave Neighbourhood Plan 2017-2031.</b>	
<b>Key Decision:</b> <i>(Check the appropriate box and delete all those that <b>do not</b> apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
<b>Consultation:</b>	• N/A	
<b>Alternative option(s):</b>	• N/A	
<b>Implications:</b>		
<i>Are there any <b>financial</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>Are there any <b>staffing</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	

<i>Are there any <b>ICT</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>Are there any <b>equality</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
The Localism Act 2011 introduced Neighbourhood Development Plans and Neighbourhood Development Orders. St Edmundsbury Borough Council is required to fulfil certain statutory requirements and provide advice to the Parish Council	Low	A Service Level Agreement exists between Hargrave Parish Council and St Edmundsbury Borough Council that sets out expectations.	Low
Public opposition	Medium	Policy documents have the potential to be highly contentious. The Parish Council has consulted and made every effort to build cross-community consensus, there is a small risk of public opposition.	Low
<b>Ward(s) affected:</b>		Wickhambrook Ward	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		None	
<b>Documents attached:</b>		Appendix A - Hargrave Neighbourhood Plan	



## 1. Key issues and reasons for recommendation(s)

### 1.1 Hargrave Neighbourhood Plan 2017-2031 – Pre-submission version

1.1.1 Hargrave Parish Council has published a pre-submission Neighbourhood Plan. They have notified St Edmundsbury Borough Council and have asked for feedback on the draft Plan. The Council are required to consider whether the Pre-submission Plan meets the requirements of the Localism Act. This includes:

a) whether the plan meets the basic conditions:

- (a) having regard to national policies and advice contained in guidance issued by the Secretary of State, it is appropriate to make the order (or neighbourhood plan),*
- (b) having special regard to the desirability of preserving any listed building or its setting or any features of special architectural or historic interest that it possesses, it is appropriate to make the order, (Orders only)*
- (c) having special regard to the desirability of preserving or enhancing the character or appearance of any conservation area, it is appropriate to make the order, (Orders only)*
- (d) the making of the order (or neighbourhood plan) contributes to the achievement of sustainable development,*
- (e) the making of the order (or neighbourhood plan) is in general conformity with the strategic policies contained in the development plan for the area of the authority (or any part of that area),*
- (f) the making of the order (or neighbourhood plan) does not breach, and is otherwise compatible with, EU obligations, and*
- (g) prescribed conditions are met in relation to the Order (or plan) and prescribed matters have been complied with in connection with the proposal for the order.*

In terms of the basic conditions, the Plan is considered:

- to be compliant with national policies and advice. This includes the NPPF, and the Strategic development needs and strategic policies set out within the Local Plan.
- to contribute towards sustainable development as it aims to lead to improvements in environmental, economic and social conditions.
- to be in general conformity with the strategic policies of the development plan. The neighbourhood plan supports the general principles that the strategic policies are concerned with. There is not a conflict between the Plans and no neighbourhood plan policy undermines a strategic policy.

- to be compatible with EU obligations this includes Directive 2001/42/EC on Strategic Environmental Assessments, Directive 2011/92/EU on Environmental Impact Assessments, Directive 92/43/EEC on the conservation of fauna and flora (habitats) and Directive 2009/147/EC on the conservation of wild birds (species).
- the making of the neighbourhood plan is not likely to have a significant effect on a European site (as defined in the Conservation of Habitats and Species Regulations 2012) (either alone or in combination with other plans or projects).

b) the suitability of the Consultation Statement

The Hargrave Parish Council website does not provide a Consultation Statement as a formal document, but has stated that the document is open for public comments for 6 weeks. It explains where people can express their views and how to attain a hard copy. The Parish Council have sent a link to the copy of the Plan to the Local Planning Authority. This is all that is required under the Regulations. A formal Consultation Statement will be necessary when the Neighbourhood Plan is formally submitted to the Council at Regulation 15 stage. An amendment to the Service Level Agreement wording is suggested to reflect this.

c) whether the other documents submitted are suitable

The Neighbourhood Plan is accompanied by a Landscape Character Appraisal and Important Views. The Landscape Character Appraisal comprises 5 maps around the village area, with key features identified. These maps are also embedded within the Neighbourhood Plan and are considered appropriate. The Important Views document identifies 19 views on a map accompanied by photographs that justify the importance of the views. The documents are fit for purpose and support the Plan.

d) whether any maps submitted conform with OS mapping requirements

The submitted maps appear appropriate and have appropriate copyright through GetMapping, Parish Online services.

1.1.2 Overall, the Pre-submission Plan is considered to meet the requirements of the Localism Act and the Service Level Agreement between St Edmundsbury Borough Council and Hargrave Parish Council. Members are requested to note these findings.

**2. Comments on the Neighbourhood Plan**

2.1 The Neighbourhood Plan's Consultation poses a series of questions and this report sets out these questions and proposed responses for Members' consideration.

**2.2 *Vision and objectives. Do you agree with the Vision and Objectives***

**(Section 5)?**

The Plan proposes a Vision “to protect and enhance the distinctive character and assets of the Village for the community both young and old.” The Vision is supported by four topic areas underpinned by objectives that contribute to the delivery of the Vision. These are aspirations that are broadly in alignment with the adopted development plan. The Vision and objectives of the Neighbourhood Plan are supported.

2.3 **Hargrave’s Spatial Strategy. Do you agree with Policy HAR1 (Section 6.5?)**

The approach to the Hargrave Spatial strategy is proportionate and is supported. The Strategy seeks limited growth within the main built-up area having regard to environmental constraints.

2.4 **Hargrave Housing Settlement Boundary. Do you agree with Policy HAR2 (Section 7.5)?**

The Neighbourhood Plan seeks to largely reinstate the settlement boundary removed in 2010 by the St Edmundsbury Core Strategy. The proposed settlement boundary only differs from the former 2006 Core Strategy settlement boundary for Hargrave by the inclusion of the full extent of 3 back gardens r/o Smart Fox, Willow Cottage and Willow House. Hargrave’s Neighbourhood Plan proposes an approach to development within the settlement boundary accords that with the principles within the adopted St Edmundsbury Core Strategy 2010 for Infill Villages. The introduction of the settlement boundary will not designate Hargrave as an Infill Village for the purposes of the Core Strategy however, as Hargrave does not have sufficient services. The settlement boundary will allow the potential for greater growth within the defined area than would have previously been permitted as the village without a settlement boundary, is currently designated as countryside within the Core Strategy.

The main material difference between a countryside designation and an Infill village is that as an Infill village Hargrave would be capable of development of up to 5 units, whereas Policy DM27 for a countryside designation would only permit up to 2 dwellings. Notwithstanding this policy distinction, the proposed settlement boundary for Hargrave is tightly drawn. There are not any obvious gaps in the build-form within the settlement boundary where a scheme could readily be developed without demolition or reconfiguration. Hargrave’s aim for reintroducing the settlement boundary, to allow appropriate limited growth subject to compliance with other policies within the development plan accords with principles of sustainable development and is supported. The other change the Neighbourhood Plan highlights is that a settlement boundary will enable an opportunity for the provision of affordable housing under Policy DM29 Rural Housing Exception sites. This may permit a development to meet/ assist a need in meeting affordable housing in the locality that would not otherwise be met, subject to addressing all other relevant criteria. This is also supported.

2.5 **Housing Mix. Do you agree with Policy HAR3 (Section 7.8)?**

The Policy states that proposals for three or more dwellings located within the Housing Settlement Boundary will be permitted where they incorporate one or two bedroom homes. This Policy is considered appropriate given the housing need identified by the Plan.

2.6 ***Communications Technology. Do you agree with Policy HAR4 (Section 9.4)?***

The Policy is in two parts. The first element seeks to minimise the number of masts required for the efficient operation of the network. This is considered to duplicate the requirements of paragraph 45 of the NPPF, which seeks for applicants to evidence that they have explored erecting antennas on an existing mast before applying for new equipment. It is considered that there is no need for this part of the policy, which is effectively replication of national policy. The second part, which requires proposals to minimise the impacts on the rural character of Hargrave having regard to the identified important views within the Neighbourhood Plan is locally specific and is considered sound.

2.7 ***Protecting and Maintaining Features of Landscape and Biodiversity Value. Do you agree with Policy HAR5 (Section 9.4)?***

The Policy's aims to preserve and enhance features of biodiversity and landscape value are supported.

2.8 ***Protecting the Landscape Setting of Hargrave. Do you agree with Policy HAR6 (Section 9.7)?***

The Policy seeks to protect the Landscape setting of Hargrave and is in principle supported. This Policy references Policy DM27 of the St Edmundsbury Local Plan. This should in fact read Policy DM27 of the Joint Development Management Policies Document 2015.

2.9 ***Local Green Spaces. Do you agree with Policy HAR7 (Section 9.10)?***

The Policy seeks to only permit development on identified local green spaces in exceptional circumstances. This Policy is considered appropriate.

2.10 ***Village Playing Field. Do you agree with Policy HAR8 (Section 9.11)?***

The Policy aims to protect the village playing field from development that detracts from its use as a recreation facility. Proposals which reduce the quality or size of the Playing field will only be permitted if a replacement of equivalent to better standard is provided in an equally accessible location. This policy appears to be a duplication of Joint Development Management Policies Document Policy DM42 – Open Space, Sport and Recreation Facilities and is therefore not considered necessary.

2.11 ***Local Heritage Assets. Do you agree with Policy HAR9 (Section 10.5)?***

The Policy seeks to retain and protect local heritage assets. Proposals that may harm such assets should be supported by detailed analysis of the asset that demonstrates the wider public benefit of the proposal. The majority of the policy is duplication of Joint Development Management Policies Document Policy DM16, and is therefore not necessary. Nevertheless, the Policy does seek to specify exactly which properties are Local Heritage Assets. It should be noted that the text only mentions Old School House and School Hall. The Proposals Maps also highlight the Knowles Green Farm and Knowles Green Cottage, which should be incorporated. It is suggested that the Policy simply identifies the local heritage assets and refers to JDMPD Policy DM16.

2.12 ***Village Character. Do you agree with Policy HAR10 (Section 10.19)?***  
 The design characteristics highlighted are generally acceptable, and in accordance with Joint Development Management Policies Document Policies DM2 and DM22. However, it is suggested that the guidance on building materials is overly prescriptive and may stifle innovative design. It is recommended that paragraph 10.17 on building materials is altered to reflect this comment.

2.13 ***Community Actions comments***  
 The Neighbourhood Plan incorporates 14 Community Actions in addition to the planning policies outlined above. The 14 actions and 10 policies are considered to have a direct relationship to the Hargrave Neighbourhood Plan Vision and objectives: "To protect and enhance the distinctive character and assets of the Village for the community both young and old". The Community Actions identify aspirations of the community, which require actions but are not suitable to be incorporated as a planning policies. The only comment in relation to the Community Actions are that Community Action 1 states that ...small scale employment opportunities...will not have an impact on residents and the environment. All development to some extent impacts on its surroundings. The insertion of "adverse" before the word impact is suggested.

3. **Summary Questions**  
***Generally in favour of the Plan*** – Yes  
***I would like to see changes to the Plan*** – Yes

The Plan is in principle supported. Members are recommended to endorse the above comments, which will form the basis of a formal response to the Pre-submission version of the Hargrave Neighbourhood Plan. This report will then be referred to Cabinet for approval.

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# **Hargrave**

# **Neighbourhood Plan**

## **2017-2031**

**'PRE-SUBMISSION' VERSION**

SEPTEMBER 2017

HARGRAVE PARISH COUNCIL

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## 1 Introduction

- 1.1 The Localism Act 2011 introduced new rights and powers to allow local communities to shape new development in their community by preparing a Neighbourhood Development Plan, which can establish general planning policies for the development and use of land in the neighbourhood. This document is a Neighbourhood Development Plan (the Plan) as defined in the Act and has been prepared by Hargrave Parish Council, which is a qualifying body as defined by the Localism Act 2011.
- 1.2 The Plan focuses on local planning related matters and provides the village with greater opportunities than ever before to influence change and development within our area, based upon a fair and democratic consultation process supported by St Edmundsbury Borough Council and Hargrave Parish Council.
- 1.3 The local community wishes to preserve the village as much as possible. It has a charming and unique character but is vulnerable to external change and, hence, needs to be protected and preserved. There is a recognition that outside pressures will have a growing impact upon the village, and we will need to be prepared to respond.
- 1.4 There will undoubtedly be pressures from house building and local development over time. This Plan contains our collective response to managing such pressures in Hargrave and, together with the local plan, guides possible new building, its location and its design. Opportunities for appropriate development and investment will be considered in a fair and balanced manner, each case on its own planning merits having regard to the policies of the neighbourhood plan and the local plan.
- 1.5 The small details also matter. How to keep and maintain our village greens and verges in the best of condition and appearance are important challenges to us all. These are shared responsibilities which, tackled together, represent the best options to secure a healthy future for the village for years to come.
- 1.6 The Plan is structured to provide information about the neighbourhood plan process; the village's distinct character, history and geography; and the Vision, Objectives and Plan. The Plan itself contains planning policies and community actions. The latter do not form part of the development plan but identify local initiatives to address issues and concerns raised during the community engagement undertaken in preparing the Plan. The community actions are identified differently from the planning policies to avoid confusion.

### Why a Neighbourhood Plan for Hargrave?

- 1.7 The genesis for Hargrave's Neighbourhood Plan arose from four separate but related events:
  - 1) In 2013 the Parish Council undertook a survey of villagers' opinions across a range of local interests and issues and the results were published in the Village Review 2013. It showed keen interest in the preservation, protection and enhancement of the natural and built environment, with little appetite for significant change to Hargrave's distinctive character. The challenge to the Parish Council was how to respond to local priorities within the Borough-wide, largely generic planning policy framework of St Edmundsbury's local plan documents.
  - 2) The local plan makes very little reference to Hargrave. The document removed the Village's settlement boundary, consigning Hargrave to the lowest level of settlement hierarchy and, in the view of the Parish Council, constraining the future evolution of this 1,000 year old rural settlement. The Parish Council was concerned that this would negatively impact on the village's future vitality and viability.
  - 3) In February 2014 two Parish Councillors attended a seminar in Lavenham on "Neighbourhood Planning & Your Community". From the information given on this day it was apparent that a

Neighbourhood Plan offered just the sort of vehicle to address the emerging issues outlined in (1) and (2) above; to craft local planning policies and community actions to address local priorities within the overarching Borough-wide policy framework of Vision 2031.

- 4) A small working group was established to examine this opportunity and their preliminary findings presented to the 55 villagers attending the Annual Parish Meeting in May 2014 with a recommendation to continue investigations. The meeting endorsed this recommendation.

1.8 The key stages in the preparation of the Neighbourhood Plan to date are listed below.

**July 2014 onwards** - the working group has been expanded to 7, 3 Parish Councillors and 4 villagers. It has met on a number of occasions.

**July 2014 onwards** - open Neighbourhood Plan briefing established on the village website <http://www.zen105193.zen.co.uk/nplan/>.

**July 2014 onwards** - regular liaison has been established with the Borough Council planning officers and support identified and received. Contact made with other community groups such as the local Housing Association.

**July 2014 onwards** - County Councillor briefed and financial support granted.

**July 2014 onwards** - Informal liaison with adjacent parishes of Ousden, Depden, Chevington and Barrow.

**May 2015** - a draft Vision and Objectives presented to the Annual Parish Meeting and approved by the 50 villagers present.

**September 2015** - Neighbourhood Plan Area submitted to the Borough Council for approval. Approved

**May 2016** - more detailed objectives presented to attendees at the Annual Parish Meeting and approved.

**November 2016** - following a competitive process, professional planning consultant appointed to advise on, and support the preparation and processing of, the Neighbourhood Plan.

**April 2017** - grant for the Neighbourhood Plan preparation secured from Locality.

**May 2017** - Annual Parish Meeting, at which final options for policies and actions were displayed and residents' comments sought ahead of drafting Neighbourhood Plan.

**September 2017** - Pre-submission consultation stage of the Neighbourhood Plan.

1.9 Following this pre-submission consultation stage, the Working Group will review the comments received, make any necessary amendments to the draft Plan and then submit it to St Edmundsbury Borough Council. The Borough Council will then undertake a further round of consultation prior to an independent examiner being appointed to examine the content of the neighbourhood plan.



### Who are the Authors of Hargrave's Neighbourhood Plan?

- 1.10 From the beginning of the above timeline, a working group of volunteers was established outside the Parish Council to investigate, research, formulate and progress the preparation of a Neighbourhood Plan. The members come from a variety of backgrounds, including banking, surveying, architecture, accountancy, industry and planning but all sharing a passion for their village. As at September 2017 the members are:

**Colin Painter (chairman)**

**Peter Reddick**

**Doug Gidney**

**James Perry**

**Simon De Laat**

**Ron Ambridge**

**Paul Rogers**

- 1.11 The working group are supported by their consultant, Ian Poole, Director of Places4People Planning Consultancy. Photographs in this Plan have been contributed by Richard Jozefowski, Places4People Planning Consultancy, Paul Rogers and Ben Hamilton-Baillie of Hamilton-Baillie Associates

## 2. The Plan Area and Planning Policy Context

2.1 The Hargrave Neighbourhood Plan must:

- i. have appropriate regard to national planning policy;
- ii. be in general conformity with strategic policies in the development plan for the local area and contribute to sustainable development; and
- iii. be compatible with European Union (EU) obligations and human rights requirements.

2.2 The Neighbourhood Plan Area was designated by St Edmundsbury Borough Council on 18 November 2015. It followed a six-week consultation and covers the whole of the parish, as identified on the map below. There are no other designated neighbourhood plan areas within this boundary and the Parish Council is the “appropriate body” responsible for the preparation of the neighbourhood plan for this area.

2.3 At the time of the preparation of this Neighbourhood Plan the following local plans relevant to the area were in place:

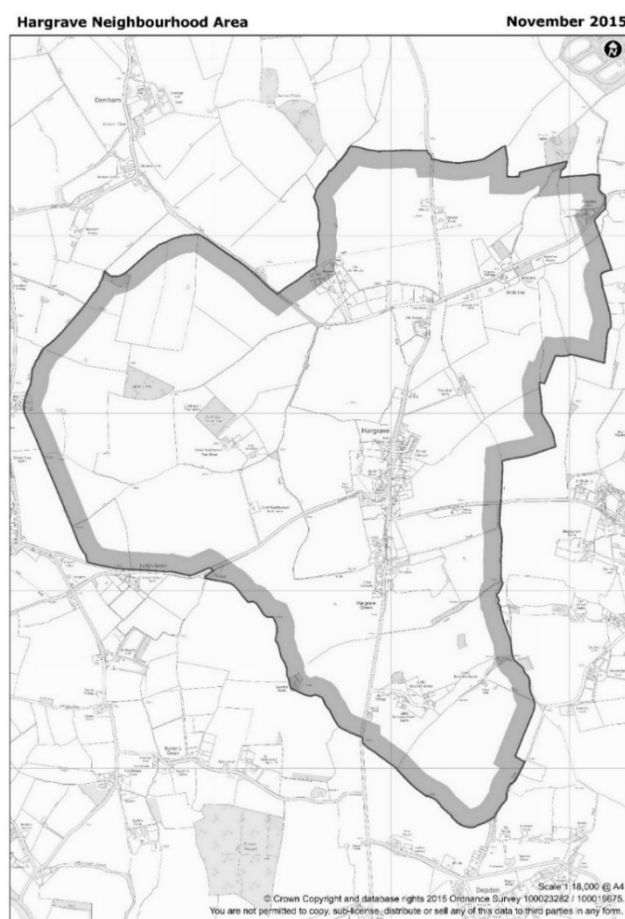
- a. St Edmundsbury Core Strategy (2008)
- b. St Edmundsbury Rural Vision 2031 Local Plan document (2014)
- c. Joint Forest Heath and St Edmundsbury Development Management Policies Local Plan document (2015)

2.4 The **Core Strategy** primarily sets the strategic planning framework for the borough identifying the scale and broad location of planned growth for the period to 2031. Policy CS4 identifies the settlement hierarchy of the local plan directing most growth to the towns of Bury St Edmunds and Haverhill, with some minor growth identified for Key Service Centres and Rural Service Centres. It also designated a large number of villages as “Infill Villages”. Hargrave, along with other smaller villages across the borough, was designated as “countryside” due to their lack of services and facilities at the time the plan was prepared. As such, it was considered that Hargrave was an unsustainable location for development due to the lack of services and facilities.

2.5 **Rural Vision 2031** reaffirmed the Core Strategy approach, primarily addressing the allocation of development sites in Key and Rural Service Centres. However, the document also includes a number of aspirations for the rural parts of St Edmundsbury that have been taken into consideration in preparing this Plan.

The vision for the rural areas is that, by 2031:

*Well designed, safe and integrated sustainable communities will provide appropriate housing to meet the needs of the local people.*



*1 Designated Neighbourhood Area*

*There will be a range of thriving and accessible local rural services, local employment opportunities, community, leisure and cultural facilities, and open spaces which will be well connected to nearby towns.*

*The unique and special qualities of the natural and built environment have been protected and enhanced wherever possible.*

*There will be excellent transport options for pedestrians, cyclists and users of public transport and new development will have regard to the local environmental and infrastructure capacity*

2.6 The **Joint Development Management Policies** local plan document did recognise that the “countryside” villages could offer some opportunities for limited development that would meet a local need without contradicting the overall sustainability of the Core Strategy. Policy DM27 allows the development of plots within a group of 10 or more dwellings for a single or a pair of semi-detached dwellings. This policy applies to Hargrave.

2.7 The **National Planning Policy Framework (NPPF)** sets out the Government’s high-level planning framework which must be taken in to account in the preparation of development plan documents and when deciding planning applications. The Framework sets out a presumption in favour of sustainable development.

2.8 Paragraph 14 states:

*“At the heart of the National Planning Policy Framework is a presumption in favour of sustainable development, which should be seen as a golden thread running through both plan-making and decision-taking. For plan-making this means that:*

- *local planning authorities should positively seek opportunities to meet the development needs of their area;*
- *Local Plans should meet objectively assessed needs, with sufficient flexibility to adapt to rapid change, unless:*
  - *any adverse impacts of doing so would significantly and demonstrably outweigh the benefits, when assessed against the policies in this Framework taken as a whole; or*
  - *specific policies in this Framework indicate development should be restricted.”*

## Plan Period, Monitoring and Review

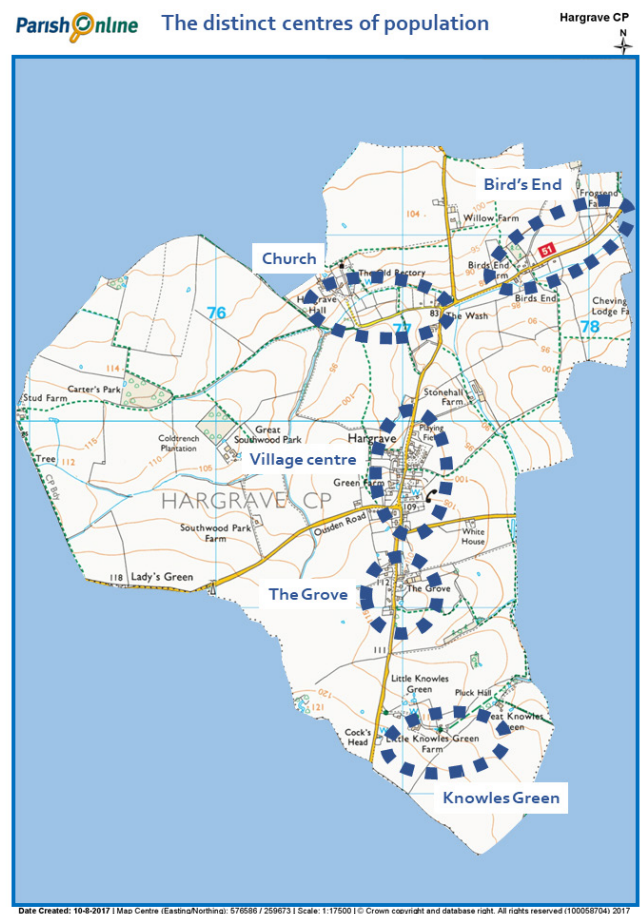
2.9 The Hargrave Neighbourhood Plan will run concurrently with the St Edmundsbury Local Plan documents identified above until superseded by the strategic policies of any new local plan documents that include the area. It will apply for the period 2017 - 2031 and reflects the identified needs and aspirations of the local community as understood at the time of its preparation. It is recognised that current challenges and concerns are likely to change over the plan period. Hargrave Parish Council, as the Qualifying Body, will be responsible for maintaining and periodically revisiting the Plan to ensure relevance and to monitor delivery.



### 3. Hargrave's Character, History and Geography

#### *Haragrava (according to the Little Domesday Book 1086)*

- 3.1 The parish is very rural in nature having an area of just over 720 hectares and sitting within a landscape reliant on arable farming and, to a lesser extent, equine establishments. The population in the 2011 Census was recorded as 310 resulting in a density of just 0.4 persons per hectare compared with 1.7 per hectare across the whole of St Edmundsbury.
- 3.2 The nearest large villages with a higher level of services are Barrow (2 ½ miles to the north) and Wickhambrook (3 ½ miles to the south). The nearest town is Bury St Edmunds, which is seven miles to the east while the smaller town of Newmarket is nine miles to the west.
- 3.3 The roots of Hargrave lie hidden in the Dark Ages but we can be sure that in 1086 (Domesday date) Aelfgyth, a Free Woman of Bury St Edmunds, was resident in a village of 17 households with a church, five plough teams and numerous livestock. In short, Haragrava was a regular rural village based on subsistence farming and feudal hierarchy.<sup>1</sup>
- 3.4 For the next seven hundred and fifty years not a lot changed as the industrial revolution had little direct impact on Hargrave; even the coming of the train kept a respectful distance. The population grew and subsistence strip farming was swept away by the Enclosure Acts transforming the landscape. The village had three centres of population - around the church and Bird's End, Hargrave Green (now just called Hargrave and the village centre), and Knowle's Green. These, together with The Grove, remain distinct centres today, albeit that the areas around the church and at Bird's End are now distinctly separate.
- 3.5 By the mid-19th century the village was still inward looking and very much focused on agriculture and supporting services. In 1844 the population had grown to 573 with a wide range of skills - tricker, thatcher, miller, shoemaker and a twice weekly "carrier" to Bury St Edmunds. These inhabitants probably still carried the genes of Aelfgyth. They married within the village and died here.
- 3.6 The great agricultural depression of the late 19th century and the toll wreaked by the two world wars (13 residents died in the two wars) meant we entered the second half of the 20th century with a population halved from that of 1844. The old certainties of son following father into the fields disappeared as the population was more educated and, more importantly, mobile. Farming was revolutionised by mechanisation in the 1940's and 1950's thus reducing the need firstly for skilled labour and later for unskilled labour and the workforce looked outside the village for employment. This is one of the biggest changes in the history of Hargrave. No longer do men quench their thirst on



<sup>1</sup> Sources. Public Records Office. Domesday Book. Whites Suffolk 1844. PO directory 1865

the way back from the fields at the three pubs that existed at the time and nor do they need the services of a blacksmith.

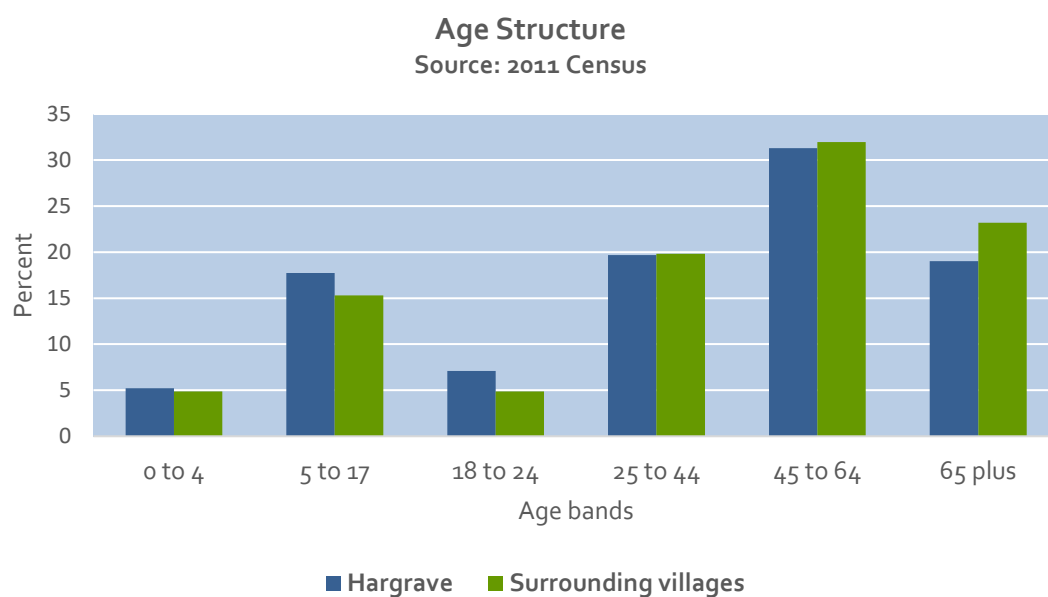
- 3.7 In the 21st century we have evolved from an inward looking mono-industry village based on the seasons to an outward looking community where most employment is now outside of the village. We have become a markedly more affluent and ageing village, although since the turn of the millennium we have seen a significant increase in the number of school age children in the population.





## 4. Local Issues and Characteristics

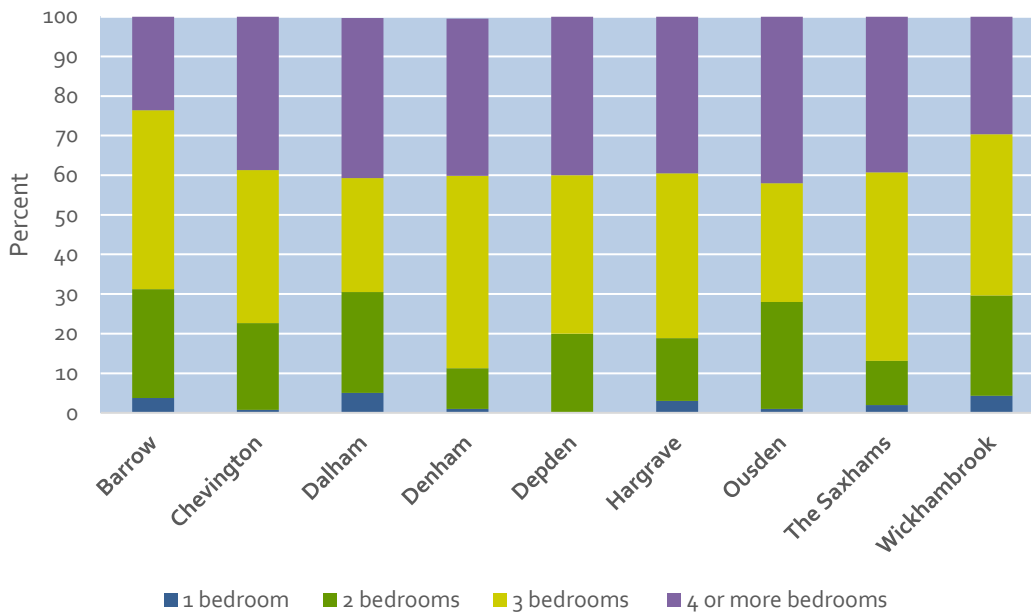
- 4.1 The most recent population estimate shows that Hargrave had a population of 291 in 2015, less than half what the population was in the mid-19<sup>th</sup> century. More recently the population of the village has fluctuated between 228 in 1961 and 310 in 2011.
- 4.2 The age profile of residents in the village shows that the proportion of younger people (up to 24 years old) is higher than compared with the surrounding villages. Thirty percent of the residents were aged under 24 at the time of the 2011 Census, compared with 25% in the villages that surround Hargrave.



- 4.3 Hargrave has a significantly higher proportion of larger homes when compared with the whole of St Edmundsbury. Forty percent of homes in the village have four or more bedrooms compared with 22% across the borough. However, there is a much smaller proportion of smaller homes with only 18% having one or two bedrooms compared with 33% across the borough. While this is not unusual given the size of the village, it does demonstrate that there are few opportunities in the village either for young families or for people to downsize but remain in Hargrave.



**House sizes**  
Source: 2011 Census



### Economic activity

- 4.4 Although there are no major employers in the village the 2011 Census recorded that over 70 people worked in Hargrave including over 40 people travelling into the village to work. That situation is, unfortunately, unlikely to be the same today as some key businesses like Go-Ape and David Pettit Engineering have since ceased trading in the village. A sizeable proportion of the village residents work from home, while the majority that work out of the village do so in either St Edmundsbury or Forest Heath districts.

### Landscape setting

- 4.5 The village is close to the highest point in Suffolk and, as a consequence, enjoys many fine views out of the village. The landscape therefore plays an important part in defining the character and environment of the built-up areas. Across Suffolk a Landscape Character Assessment has been undertaken that identifies the many varied types of landscape found across the county. In the Neighbourhood Plan Area there are three distinct character areas, defined as:
- Undulating Ancient Farmlands
  - Undulating Estate Farmlands; and
  - Wooded Chalk Slopes

4.6 Typical of these landscapes are the dispersed settlement pattern of loosely clustered villages, hamlets and isolated farmsteads within an undulating landscape with ancient woodlands. The villages in this area are often associated with greens or former greens and this feature remains and has shaped the built-up area of Hargrave. The distinctive features of these typologies have been used to inform the objectives and policies of this Plan.

4.7 There are relatively few landscape or built environment designations in Hargrave. Although there is no conservation area, there are a number of Listed Buildings located around the older parts of the village, especially in the vicinity of The Green. Coldtrench Wood and Carter's Park Wood, to the west of the village centre, are probably remnants of middle age deer parks and are protected by Tree Preservation Orders. There is also a Tree Preservation Order on the eastern edge of Barrow Hill and adjoining Willow Farm. An isolated tree is protected in School Cottages. Furthermore, the verges of Barrow Hill are a County Wildlife Site.

### Flooding

4.8 Birds End and The Wash, in particular, sit at the bottom of steep slopes and feature a stream running parallel with Birds End. The area has been subject to flooding on a number of occasions and the immediate vicinity along the course of the stream is designated as Flood Zone 3 as defined by the Environment Agency. Flood Zone 3 is the area most likely to flood from rivers. Works are being undertaken to resolve the recent issues including undertaking road repairs caused by flood damage. Wider areas along the course of the streams are also at medium and low risk of flooding. The flood risk areas, as identified by the Environment Agency, are illustrated on the map.



## Village Assets

4.9 The Plan looks at identifying and where possible improving the village Assets and to strengthen and support the community Infrastructure.

The following assets are owned by the Parish Council:

- The Village Hall (freehold)
- The Play Area (Leased from Havebury)
- Further greens and verges
- Knowles Green (freehold)
- Bridge Green (freehold)

There are physical public assets, to which the community has free access, enjoy and value but do not own, namely;

- Listed and unlisted significant buildings or groups of historical interest
- Listed or protected or significant trees or groups of trees
- The Village Green, including the Bus Shelter and Notice Boards
- Significant Greens, open spaces, verges, ponds
- Hedgerows and ditches
- Footpaths and Bridleways
- Public Utilities

There are also Non-Physical Public Assets:

- The Village Hall Committee and its programme / agendas
- The Parochial Church Council and its services and activities
- The Hargrave Charity
- The Parish Council and its programme / agendas
- Employment generators
- The Police Service
- Local Transport
- Access to Social and Health services
- The Mobile Library

## Identified Local Issues

4.10 In March/April 2013 a "Village Review" survey was undertaken. It took the form of a household survey and the results have informed the content of this Plan. A copy of the report is available on the Neighbourhood Plan webpages but the key outcomes were:

- 22% of respondents experienced transport difficulties getting out of the village;
- of those that expressed an opinion, most thought that there had been too little housing in the village over the previous ten years;
- most people also felt that Hargrave could not accommodate more new housing, although there was strong support for small groups of new houses;
- the tranquillity and openness of the countryside around Hargrave is especially valued by residents;
- reducing the amount of speeding traffic, the number of lorries and damage to roadside verges caused by vehicles was high on the priority list to make the countryside more attractive.
- The unique character and setting of Hargrave should be maintained through the protection and enhancement of its most valuable assets for the future benefit of the local community, young and old.

## 5. Vision and Objectives

5.1 Arising from the outcomes of the research and surveys, our over-arching vision for Hargrave in 2031 is:

**To protect and enhance the distinctive character and assets of the Village for the community both young and old**

5.2 The Vision is supported by four topic areas, each with objectives that will contribute to the delivery of the Vision.

<p><b>Prosperity and Welfare</b></p> <p>Assess the scope to improve the residents' access within the village and within the region to provide:</p> <ul style="list-style-type: none"> <li>• A range of housing to meet lifetime and generational needs</li> <li>• Employment, including the facilities necessary to support home working</li> <li>• Communication and technology</li> <li>• Education</li> <li>• Health and welfare</li> <li>• Shops, services and amenities</li> <li>• Sports, leisure and culture</li> </ul>	<p><b>Highways, Transport and Access</b></p> <p>Assess the needs of our community and define its existing and future requirements by:</p> <ul style="list-style-type: none"> <li>• Rebalancing the competitive demands on highways between dominant vehicular traffic and a safer pedestrian environment</li> <li>• Improving public footpaths to enhance accessibility and connectivity</li> <li>• Improving access to bridleways to offer safer equestrian facilities</li> <li>• Securing access to public transport</li> </ul>
<p><b>Green Infrastructure and Natural Environment</b></p> <p>Appraise, define, protect and enhance all the green features of the village and the parish. In particular:</p> <ul style="list-style-type: none"> <li>• Public and private open space</li> <li>• The road environment, in particular grass verges, hedges and trees</li> <li>• Protect and encourage wild life</li> <li>• Liaise with, support and protect agriculture and its husbandry of productive land within the parish.</li> <li>• Neighbourhood Plan – The Green Infrastructure and Natural Environment</li> </ul>	<p><b>The Character of the Village and Countryside</b></p> <p>Identify, define, protect and enhance the distinctive features of the village settlement and its setting within the parish, including:</p> <ul style="list-style-type: none"> <li>• Local heritage and historical references</li> <li>• Building and streetscape</li> <li>• Community infrastructure and assets</li> <li>• Local design exemplars and benchmarks for new building and extensions</li> </ul>

5.3 The remainder of this Plan identifies planning policies and community actions that have a direct relationship to the Vision and will deliver the identified Objectives.



## 6. Hargrave Spatial Planning Strategy

- 6.1 This neighbourhood plan has been prepared having regard to the content of both the National Planning Policy Framework and the adopted local plan documents for St Edmundsbury. It is acknowledged that Hargrave is designated as “countryside” in the St Edmundsbury Core Strategy because it only has limited services and facilities and that there is a reliance on the motor car to get to work, shops or other facilities. However, the village itself does provide a number of jobs, as noted above, and a significant proportion of residents work from home. In addition, Policy DM27 of the Local Plan Development Management Policies allows for limited infill within identifiable groups of 10 or more homes which could, if opportunities existed, operate in the main village centre and in The Grove, to the south of the village centre. But, because there is no Housing Settlement Boundary, there is no opportunity to provide affordable housing in the village under the auspices of Policy DM29 (Rural Housing Exception Sites) of the same local plan document. Given the current population and housing characteristics of the village, the inability to provide such housing threatens to create a major imbalance to Hargrave’s demographic structure.



- 6.2 Residents of the village are reliant on surrounding, larger villages or the nearby towns for access to health, schools, shops and other services. However, this is the case with many villages in St Edmundsbury that are designated as Infill Villages in the Core Strategy where current policies allow infill development and make provision for affordable housing for local identified needs. Paragraph 55 of the NPPF recognises that housing can promote sustainable development in rural areas through enhancing or maintaining the vitality of rural communities and supports the approach for Hargrave being designated as an Infill Village. Such a designation is in accordance with the NPPF and the objectives of the St Edmundsbury Rural Vision 2013 local plan document (2015).

- 6.3 A reasoned and balanced approach has therefore been taken to identifying a spatial strategy for Hargrave that respects the planning policy context while providing a positive approach to addressing the need to accommodate housing for those with a local need. The approach has particular regard to the content of the adopted local plan documents including **Core Strategy Strategic Objective C**, which seeks:

*To sustain and enhance rural communities by providing, where infrastructure and environmental capacity exists, new housing to grow settlements and safeguard existing rural services while maintaining and, where possible, improving the rural environment.*

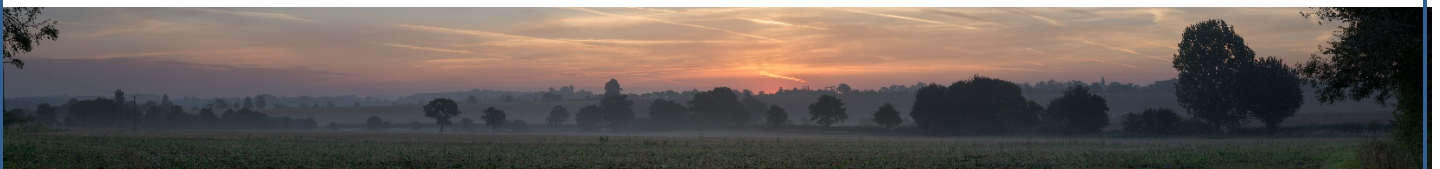
and **Rural Vision 2031 Objective 1** which seeks:

*To meet the housing needs of the rural areas, with a particular emphasis on the provision of affordable homes and an appropriate mix of house types for local people and of appropriate housing for an ageing population.*

- 6.4 The absence of a Housing Settlement Boundary at Hargrave renders the delivery of the latter objective almost impossible to deliver in respect of delivering affordable housing to meet local needs. Therefore, the Hargrave Spatial Strategy promotes a sustainable approach to allowing limited growth in the village to meet local needs and support opportunities for the improvement or introduction of local services and facilities.
- 6.5 The settlement pattern of Hargrave contributes significantly to the character of the village and will therefore be retained. A Housing Settlement Boundary is designated for the main part of the village which will be the main focus for limited future growth. Outside this area, Policy DM27 of the St Edmundsbury Local Plan Development Management Policies will apply to The Grove and proposals for development outside these locations will be treated as being in the Countryside and will need to conform with the appropriate planning policies for these areas.

#### **POLICY HAR 1 – Hargrave’s Spatial Strategy**

**In order to allow the village to respond to locally identified needs, Hargrave will accommodate limited development focused on the main built-up area and having particular regard to environmental constraints.**



## 7. Prosperity and Welfare

### Objective:

Assess the scope to improve the residents' access within the village and within the region to provide:

- A range of housing to meet lifetime and generational needs
- Employment, including the facilities necessary to support home working
- Communication and technology
- Education
- Health and welfare
- Shops, services and amenities
- Sports, leisure and culture

- 7.1 The NPPF emphasises the need to “support economic growth in rural areas in order to create jobs and prosperity by taking a positive approach to sustainable development”. With the NPPF in mind, the Neighbourhood Plan seeks to recognise that there is a need to improve the sustainability of the village, manage the recent decline in population and to seek to provide for day-to-day needs in the village. This can potentially only be achieved by enabling the provision of services and facilities; limited business growth; the protection of agriculture; allowing sustainable rural tourism and allowing housing that is designed to meet the needs of those that need to live in the village.

### Housing

- 7.2 There is not a huge demand for new housing in Hargrave, but throughout the life of this Neighbourhood Plan there will be a need for minor growth that will provide opportunities to maintain and slightly increase the population of the village. Across the borough, the latest government household and population forecasts suggest that the average number of persons per household will decrease from 2.38 in 2015 to 2.25 in 2036. This means that, when broadly applied to Hargrave, an additional 7 homes would be required just to sustain the current population level. That would represent a five percent growth in the number of dwellings in the village, lower than the projected nine percent increase across St Edmundsbury. By way of contrast, the number of homes in rural St Edmundsbury has increased by 18% between 2001 and 2015.
- 7.3 In June 2017 there were 2 households on the St Edmundsbury Housing Register needing homes with a maximum of two bedrooms in Hargrave. The village has an under-representation of smaller homes when compared with surrounding villages and this supports a need for such homes to create a better population balance and provide opportunities for smaller families to live in the village.
- 7.4 Local planning policy identifies Housing Settlement Boundaries in villages, allowing infill development to take place within the existing built-up area as long as environmental and infrastructure constraints can be overcome. To provide some certainty for future housing in Hargrave, a Housing Settlement Boundary for the central part of the village is identified, reflecting the boundary that was designated in both the 1998 and 2006 St Edmundsbury Local Plan.
- 7.5 Paragraph 4.58 of the St Edmundsbury Core Strategy states that, within Infill Villages, “only infill development comprising single dwellings or small groups of five homes or less within the designated housing settlement boundary would be permitted”. There are few if any opportunities that can be identified for developments of groups of up to five homes within the Housing Settlement Boundary at this time. This is particularly so given the historic and natural environment quality of the area and the need to ensure that proposals would not have a detrimental impact on the quality of the environment.



However, during the lifetime of this Plan there may be opportunities that come to light and the Plan will support such proposals as long as the environmental and infrastructure constraints can be overcome.

#### **POLICY HAR2 – Hargrave Housing Settlement Boundary**

**A Housing Settlement Boundary is defined on the Proposals Map. Within the Housing Settlement Boundary, planning proposals for:**

- i. new residential development comprising single dwellings or small groups of five homes or less, and/or;**
- ii. residential conversion schemes, and/or;**
- iii. the replacement of an existing dwelling with a new dwelling or dwellings**

**will be permitted where they are not contrary to other policies in the development plan.**

- 7.6 The Housing Settlement Boundary enables limited housing development to take place within the defined area and, importantly, Policy DM29 of the Joint Development Management Policies local plan to apply in terms of the provision of rural affordable housing to meet locally identified needs, as an exception, outside the housing settlement boundary. Policy DM29 notes that,

*"in exceptional circumstances, a small number of market homes will be permitted where demonstrated to be essential to facilitate the delivery of affordable units".*

It may be possible, if sufficient need is identified for affordable housing, to identify a site adjoining the boundary to provide a development to meet this need. The housing could be provided by a registered social landlord or through a Community Land Trust.

### **Infill Development**

- 7.7 Hargrave has an open, rural character with Greens, verges and attractive open spaces contributing to the particular features that make up its distinct charm and appeal. But where wide gaps exist between properties there may be scope for limited infill development. In terms of such infill, it is important the development does not damage the village's essentially open character, and does not adversely affect the rural landscape setting. The Neighbourhood Plan supports infill development provided it incorporates good quality design, which maintains or enhances the character and appearance of existing buildings which surround the site, the existing street scene and surroundings, and does not have an unacceptable impact upon the amenities of neighbouring occupiers.

### **House sizes**

- 7.8 Hargrave has a smaller proportion of one and two-bedroom homes than surrounding villages. This limits the opportunities for smaller households to move into or stay in the village, for example when starting out or when downsizing from larger homes. This Neighbourhood Plan does not seek to restrict the size of any new individual homes that are built but will require a mix of homes when developments of groups of three or more homes are proposed to include provision for one or two bedroomed homes. The precise number of one or two bedroom dwellings will be negotiated on each scheme. Where developers consider that accommodating one or two bedroom units would have serious implications for development viability, an 'open book' approach to assessing viability will be encouraged and, where necessary, the policy will be operated flexibly.

### POLICY HAR<sub>3</sub> – Housing Mix

Proposals for three or more dwellings located within the Housing Settlement Boundary will be permitted where they incorporate one or two bedroom homes.

## Employment

7.9 Ten percent of the Hargrave residents that work do so mainly from home, a much higher proportion than larger nearby villages of Barrow and Wickhambrook. This demonstrates that the village residents are not adding significantly to journeys on the rural road network. However, the 2011 Census also demonstrated that a significant number of people travel into the village to work, although the loss of Go-Ape and David Pettit Engineering from the village will have had an impact on this.

7.10 Rural areas such as Hargrave often offer local opportunities for small employment enterprises. However, retaining and improving prospects for appropriate levels and types of employment in the village can be dependent upon many factors including:

- availability of premises;
- quality of physical and virtual communication networks; and
- the ability to accommodate appropriate businesses into a high quality rural environment.

Throughout the parish, initiatives for employment provision could come forward during the lifetime of this neighbourhood plan. However, it is important that any such proposals have careful regard to the potential impact of the use on residents, the natural and historic environment and infrastructure. The village already suffers from high levels of HGVs passing through the village on narrow roads and anything that was going to make this worse would not be supported.

7.11 The policies in the existing St Edmundsbury Local Plan documents both protect against the loss of existing employment premises and enable the provision of new employment. The policies, in general and subject to caveats, allow:

- Farm diversification such as the development of farm shops, leisure and recreation uses, tourism facilities, sporting facilities, equestrian facilities and farm based food processing and packaging.
- The re-use, conversion and alteration of existing buildings in the countryside to employment uses, tourist accommodation, recreational uses, community facilities and, where justified, residential.
- The development of visitor accommodation such as self-catering facilities, holiday lodges, static and touring caravans and tenting fields.

### Community Action 1

**The Parish Council will seek to identify and promote small scale employment opportunities in Hargrave that are in keeping with the rural nature of the village and will not have an impact on residents and the environment.**

7.12 Tourism opportunities could be particularly viable given Hargrave's location, equidistant between Bury St Edmunds and Newmarket and, also, being within 30 minutes' drive of Cambridge. Carefully planned, designed and located new visitor accommodation that takes full account of the local landscape and potential highways impact, such as barn conversions or camping facilities, could be popular with tourists and provide sources of additional incomes in the local community. However, it is unlikely that a

static caravan park would be appropriate given the potential for a detrimental impact on the open and rolling landscape of the village.

### **Community Action 2**

**Proactively utilise communications to positively promote Hargrave.**

- 7.13 Subject to improvements, the Village Hall could provide opportunities for business start-ups through the provision of flexible office space with high speed broadband and communal facilities including meeting facilities.

## **Communications and Technology**

- 7.14 Broadband and Mobile Communications are important to the sustainability of rural communities by enabling working from home and online shopping. Broadband speeds in the village centre are generally very good but this is not necessarily the case in locations away from the current fibre-optic broadband cabinets. It will be important to ensure that future broadband provision in the village keeps pace with improvements to technology. Mobile phone signals are surprisingly poor given the village's elevated position. The location of mobile phone masts can have a detrimental impact on the character of the countryside and this can cause a conundrum between trying to improve mobile phones signals and protecting the character of the village. Policy DM9 of the Development Management Policies local plan states that masts should be "designed and sited to minimise intrusion and visual impact" and proposals will need to be accompanied by a landscape and visual assessment. In Hargrave, in addition to Policy DM9, the following policy will also apply to the consideration of proposals for mobile phone masts or equipment.

### **POLICY HAR4 – Communications Technology**

Proposals from mobile phone network operators to improve mobile coverage will be supported where:

- i. the numbers of radio and telecommunications masts are kept to a minimum consistent with the efficient operation of the network; and
- ii. proposals have been sited and designed to minimise the impacts on the rural character of Hargrave, having particular regard to the important views identified on the Proposals Map.

### **Community Action 3**

**We will actively monitor, lobby and influence improvements to optimise communications technology infrastructure within the parish.**

## **Supporting Local Agriculture**

- 7.15 Agriculture is an important part of the parish, not only in the production of food but also in the way that it shapes and manages the rural landscape. Farm diversification, as noted earlier in the Plan, is an opportunity for farm enterprises to support their business and put redundant buildings to use. However, there may be additional opportunities in the locality to support the agricultural businesses to

the mutual benefit of the village as a whole and the Parish Council is well positioned to act as a conduit for such co-operation.

#### **Community Action 4**

**We will develop positive co-operation with the local agriculture to optimise mutual benefits.**

### **Education**

- 7.16 There is currently no school provision in the Neighbourhood Plan area. The nearest primary schools are at Barrow and Wickhambrook with secondary school provision in Bury St Edmunds. The size of the village is such that it is unable to justify its own primary school given that in 2011 the number of primary school age children (5 – 11 years old) in the parish was 36.
- 7.17 Given that all children have to travel out of the village to school, it is important that they are able to get to and from school in convenient and safe modes. Suffolk County Council does not provide free school transport for children beyond 16 years old. This can be a financial barrier to pursuing education beyond GCSE level.

### **Sports, Leisure and Culture**

- 7.18 The 2013 Village Review asked residents which clubs and activities they would attend in Hargrave if they were provided. The most popular response was a gardening club, followed by a rambling club and art club.

<b>Suggestion</b>	<b>Votes</b>	<b>Suggestion</b>	<b>Votes</b>
Gardening Club	18	Rambling Club	12
Art Club	12	Senior Citizens Group	8
Music Society	7	Youth Club	6
Dance Club	6	Drama	5
Whist Drive	3	Other suggestions	7

- 7.19 Many of these suggestions would require a meeting place, such as the Village Hall, to function as well as volunteers and possibly resources to get the groups established. While the Parish Council could facilitate the establishment of clubs and societies, ultimately if they are to be sustainable they will need to be self-sufficient.

#### **Community Action 5**

**The Parish Council will investigate ways of supporting the establishment of additional groups and societies in the village, including organising a Clubs meeting at the Village Hall and identifying support mechanisms to get clubs established.**

### **The Village Hall**

- 7.20 The Village Hall was originally constructed in 1926 about the same time as the Methodist Chapel. On 20 June 1926 a group of villagers formed a trust to purchase the Village Hall site and construct the hall. Responsibility for ownership relied on groups of villagers working together until the Parish Council assumed responsibility in 1973. The Village Hall is now the only public amenity available for the use of villagers. The hall is used on a regular basis by several groups within the village including a Carpet Bowls

Club, Keep Fit group, Table Tennis Club, Youth Group, Messy Church sessions and, of course, for Parish Council Meetings. Most village events like Quiz Nights, Summer BBQs, Auctions, Craft Fairs etc. either take place in or around the Village Hall and it is also available to hire for private parties and functions.

- 7.21 The hall is generally well maintained and in good decorative order. The kitchen was refitted, insulated and decorated in 2008. More work has been undertaken to improve the heating and electrics. The ongoing problem is with condensation, no doubt due to the outer skin not being a cavity wall. This requires the regular use of a dehumidifier to reduce the water on the walls and to prevent damp from affecting the furnishings and fabric of the building. Car Parking also restricts the opportunities for large functions such as wedding receptions and large family parties.



The Kitchen



The Main Hall

- 7.22 Consideration has been given as to whether the existing hall should be refurbished and improved or whether it might be feasible to build a new village hall that could provide additional facilities and which would be more efficient in terms of energy consumption and heating. The consultations at the time of the preparation of the Neighbourhood Plan have proven inconclusive but it is considered worthwhile pursuing options, in full consultation with residents and the existing and potential new users of the hall, in order to ascertain what action could be taken.

### Community Action 6

The Parish Council will investigate opportunities for the construction of a new village hall for the village in full liaison with residents and the users of the existing facility.



7.23 Should it be deemed appropriate to seek a new site for the Village Hall, it should be well related to the centre of the village and provide facilities that are an improvement on the existing hall. One possible approach would be to identify a site that could accommodate local needs affordable housing, in accordance with Policy DM29, along with the new village hall and, only if required to make the scheme viable, a limited amount of market housing.

## Shops and Services

7.24 The village does not currently benefit from having any permanent shops or other service, although it does have visits from the Suffolk Mobile Library and milk and newspaper deliveries. The nearest permanent facilities are in Barrow where there are:

- Two small convenience stores
- Post Office
- Doctor's surgery and pharmacy
- Hot Food Takeaway
- 2 public houses



7.25 However, for those without access to a car, getting to these or any other facilities can cause problems. While car ownership in Hargrave is currently high, where a family only has one car which is used by one member of the household for travelling to work during the day, other members of the household can be isolated and unable to get out of the village to get to the shops, health facilities or even to work. The Village Review 2013 identified that up to 27 residents would be prepared to take part in a scheme to share private vehicles for shopping, school, social or leisure trips.

### Community Action 7

**The Parish Council will investigate opportunities for the introduction of a car sharing initiative to help residents to make trips to the shops, school, or social and leisure events.**

## Flooding

- 7.26 As highlighted above, parts of the village around The Wash and Birds End suffer from occasional flooding as a result of the stream overflowing and is at high risk from surface water flooding, exacerbated by the fact that it sits in a steep sloped valley. The NPPF requires the following in relation to the preparation of neighbourhood plans:
- *"seek to ensure neighbourhood ..... are informed by an appropriate assessment of flood risk;*
  - *ensure policies steer development to areas of lower flood risk as far as possible;*
  - *ensure that any development in an area at risk of flooding would be safe, for its lifetime taking account of climate change impacts;*
  - *be able to demonstrate how flood risk to and from the plan area/ development site(s) will be managed, so that flood risk will not be increased overall, and that opportunities to reduce flood risk, for example, through the use of sustainable drainage systems, are included in the plan/order."*



- 7.27 The Neighbourhood Plan does not identify locations for new development and it is not therefore possible to undertake an appropriate assessment of flood risk. However, the areas identified as being of high flood risk are outside the identified Housing Settlement Boundary and therefore where new development will only be allowed in exceptional circumstances. The Plan does not, therefore, contain proposals that would increase the risk of flooding, but all proposals will need to have regard to Policy DM6 of the Joint Development Policies local plan document. That policy requires proposals for new development to submit schemes on how on-site drainage will be managed so as not to cause, or make worse, flooding.

## 8. Highways, Transport and Access

### Objective

Assess the needs of our community and define its existing and future requirements by:

- Rebalancing the competitive demands on highways between dominant vehicular traffic and a safer pedestrian environment
- Improving public footpaths to enhance accessibility and connectivity
- Improving access to bridleways to offer safer equestrian facilities
- Securing access to public transport

- 8.1 Concerns relating to highways and transport were a consistent topic raised by residents during the preparation of the Neighbourhood Plan. The Village Review 2013 highlighted the following issues:
- 19 people either often or occasionally had transport difficulties;
  - some residents experienced frequent or occasional difficulties in getting to the shops in Bury St Edmunds, Newmarket or Barrow;
  - most residents considered that the state of the roads, pavements, verges and street lighting was reasonable, but a large number also felt that the verges were poor;
  - the number of HGVs passing through the village; and
  - traffic speed

- 8.2 At the time of preparing this Neighbourhood Plan, there were no bus services that served Hargrave. There are services in the adjoining villages of Chevington and Ousden as well as the larger villages of Barrow and Wickhambrook, but this does not help residents of Hargrave. Given that some residents experience difficulties getting out of the village, and the tendency towards people living longer in their own homes, it is considered essential that the village should be served by a bus service. The County Council is responsible for public transport services, including co-ordinating volunteer and community transport initiatives. Therefore, any service provision in Hargrave will need to be agreed with them.

### Community Action 8

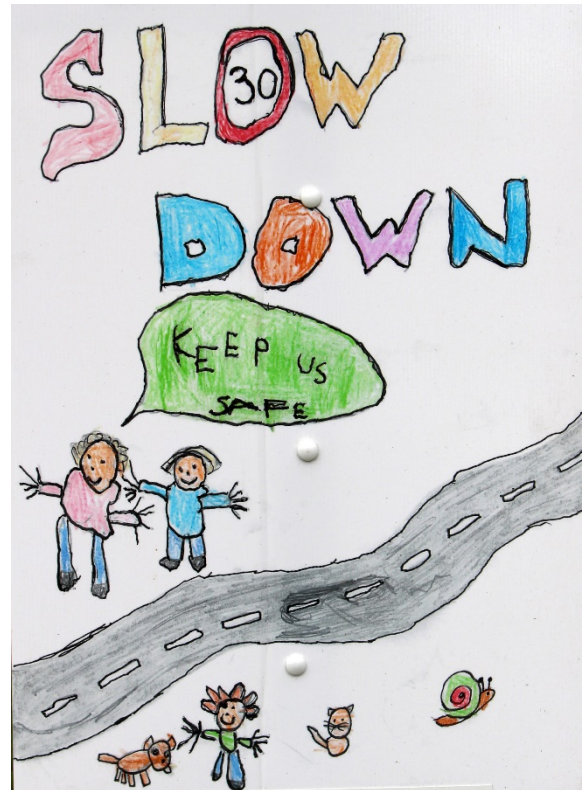
**The Parish Council will work with local bus companies and Suffolk County Council to lobby for an increase in availability of public transport.**

- 8.3 Traffic speed is also an issue that has been frequently highlighted during the course of preparing this Plan. A 30 mph speed limit is in operation in the village centre, from just north of The Old Bull to immediately south of The Grove, as well as west along the Ousden Road and east along Chevington Road. In addition, there is a 40 mph speed limit at Birds End. The remainder of the village, including The



Wash and Church Lane, do not have any speed restrictions. A flashing speed warning sign is being used in an attempt to reduce traffic speeds and the police have agreed to carry out more speed checks.

- 8.4 The use of signs and painted lines bring an urban solution to the rural environment and are therefore not always appropriate. Large traffic signs in particular can have a detrimental impact on the natural environment while the removal of white lines in some villages has been proven to reduce traffic speeds.
- 8.5 Given the concerns raised above, it would be fitting to investigate a project to find suitable measures to reduce the impact of traffic in the village in a sympathetic way. One possible example of such an initiative is contained in "Traffic in Villages" produced by the Dorset AONB Partnership in conjunction with Hamilton-Baillie Associates and using the checklist of features contained within the document to inform an action plan.



Village Traffic Calming Scheme, Buriton, Dorset  
*Photo courtesy of Ben Hamilton-Baillie*

### Community Action 9

The Parish Council will seek to work with the County Council Highways Department to implement environmental sympathetic and self-enforcing traffic calming measures in the village.

## Heavy Goods Vehicles

- 8.6 During the preparation of the Neighbourhood Plan concerns were raised about the number and size of HGVs travelling through the village. The lorries appear to be passing through the village taking a short-cut between the A14 north of Barrow and the A143 at Chedburgh. As a result, damage is being caused to the grass verges of the narrow roads through the village and, left unmanaged, the lorries could lead to a deterioration of the quality of life of residents.

### Community Action 10

The Parish Council will seek to work with neighbouring parish councils to lobby for a reduction of non-essential HGVs passing through the village.



## Public Rights of Way

- 8.7 There is a good network of public rights of way in the Plan area and these are celebrated and promoted in the Map of Public Rights of Way produced by the Parish Council. A village footpaths map was produced in 2015 and a board outside the Village Hall illustrates the village network. The Parish Council has a footpaths warden who monitors the condition of the paths. There are, however, some gaps in the network and routes that need improvement. Horse riding is popular in the parish although there is limited availability of bridleways or other public routes off the highway. The Borough Council's Green Infrastructure Strategy promotes the establishment of a green corridor long distance route between Thetford and the Stour Valley that is envisaged to pass through the parish. One particular opportunity that could be explored is the improvement of the paths to Ousden and to the rear of Ickworth Park.

### Community Action 11

Gaps have been identified in the public rights of way network, including bridle paths around the village and the Parish Council will seek to work with landowners and the County Council to create additional paths to complete the network.



## 9. Green Infrastructure and the Natural Environment

### Objective

Appraise, define, protect and enhance all the green features of the village and the parish. In particular:

- Public and private open space
- The road environment, in particular grass verges, hedges and trees
- Protect and encourage wild life
- Liaise with, support and protect agriculture and its husbandry of productive land within the parish.

### Green Infrastructure

- 9.1 Green infrastructure is defined by the NPPF as “a network of multi-functional green space, both new and existing, both rural and urban, which supports the natural and ecological processes and is integral to the health and quality of life of sustainable communities.” It includes parks, open spaces, playing fields, woodlands, street trees, private gardens and streams and ponds.
- 9.2 In Hargrave, while the availability of formal open space is limited to the Playing Field, the high level of access to the countryside as well as the wide roadside verges provides a sense of a village where residents have a good and easy access to green infrastructure. St Edmundsbury Borough Council produced a district wide Green Infrastructure Strategy in 2009 and identifies Hargrave as being located within the Historic Park and Woodland Action Zone. The Strategy seeks the following for this Action Zone, some of which is relevant to the Neighbourhood Plan area:
- restoration of field boundary network;
  - creation of woodlands to form woodland corridors linking existing ancient woodland;
  - maintenance of existing public rights of way;
  - improved linkages with new connections to Lark and Linnet river valleys and into villages; and
  - the creation of a Green Corridor between Thetford and the River Stour valley through the Neighbourhood Plan area

The Neighbourhood Plan has had regard to the aspirations of the Strategy in the development of the actions and policies.

- 9.3 Within Hargrave, work undertaken in the preparation of this Plan has identified important Local Green Infrastructure that we are seeking to retain and improve.

### Landscape Character

- 9.4 The three landscape character areas referred to in paragraph 4.5 above have been used to identify the important landscape characteristics of the area and inform the strategy and policies of the Plan. In addition, important trees and woodland, hedgerows and water features that contribute to the setting of the village and its character and distinctiveness have also been identified in the Landscape Character Appraisal Maps published as a separate background document and supplementing the current designations (County Wildlife Site and Tree Preservation Orders). Proposals that would result in the loss of the identified features will not be supported unless the loss is unavoidable and the benefits of the



development proposals can be demonstrated to outweigh any impacts. In such cases we would expect provision to be made for replacement features.



#### **POLICY HAR5 – Protecting and Maintaining Features of Landscape and Biodiversity Value**

All development proposals will be expected to retain existing features of landscape and biodiversity value (including ponds, trees, woodland, hedgerows and verges) and, where practical to do so, provide a net gain in biodiversity through, for example:

- the creation of new natural habitats;
- the planting of additional trees and hedgerows (reflecting the character of Hargrave's traditional hedgerows); and
- restoring and repairing fragmented biodiversity networks.

Where loss or damage is unavoidable, the benefits of the development proposals must be demonstrated clearly to outweigh any impacts and the development shall provide for appropriate replacement planting on site together with a method statement for the ongoing care and maintenance of that planting.

Where a new access is created, or an existing access is widened through an existing hedgerow, a new hedgerow of native species shall be planted on the splay returns into the site to maintain the appearance and continuity of hedgerows in the vicinity.

### **New Woodland**

- 9.5 We want to increase the amount of woodland in the village to reflect the objectives of the Green Infrastructure Strategy. However, we recognise that achieving this will, by and large, be subject to the willingness of farmers to make land available for new woodland. The Woodland Trust offers grants for woodland creation and community woodland initiatives are common in a number of villages in Suffolk. However, there are few projects in the Hargrave area despite the landscape being traditionally characterised by woodland.

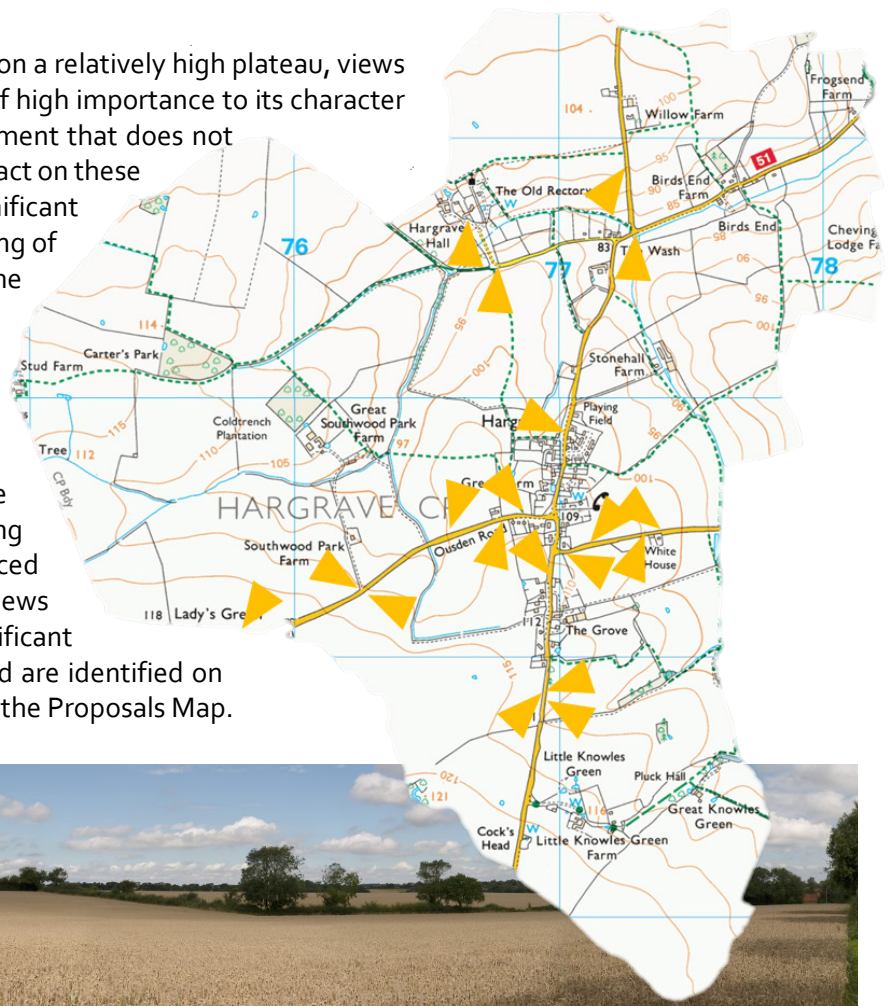
#### **Community Action 12**

The Parish Council will seek to work with landowners, including farmers, to identify opportunities to plant additional broadleaved woodland in line with the objectives of the St Edmundsbury Green Infrastructure Strategy. We will also seek to identify means of funding and managing new woodland, possibly through a community woodlands project.



## Important Views and Gaps

- 9.6 Given the location of Hargrave on a relatively high plateau, views into and out of the village are of high importance to its character and sense of rurality. Development that does not have regard to its potential impact on these views could have a significant detrimental impact on the setting of the village. During the preparation of the Plan, an assessment of views from public areas was undertaken to determine which are most important in terms of the setting of the village in the landscape. A separate supporting document has been produced identifying the important views and, as a result, the most significant views that need to be protected are identified on the adjoining map as well as on the Proposals Map.



- 9.7 The nature of the settlement pattern in the village means that there are important gaps between the clusters of homes that, if filled with development, would change the character of the village. In particular, the gap between the main village centre and The Grove is especially important. The Plan seeks the protection of important gaps, as identified on the Proposals Map, from all but essential development that cannot be located elsewhere.



## POLICY HAR6 – Protecting the Landscape Setting of Hargrave

Outside of the Housing Settlement Boundary, priority will be given to protecting and enhancing the countryside from inappropriate development. A proposal for development will be permitted where:

- a) it is in conformity with Policy DM27 of the St Edmundsbury Local Plan;
- b) it would not have an adverse impact on the landscape setting of Hargrave;
- c) it would not result in the loss or erosion of an important settlement gap as identified on the Proposals Map; and
- d) it would maintain the distinctive views of the surrounding countryside from public vantage points within, and adjacent to, the built-up area, as defined on the Proposals Map.

## Local Green Spaces

9.7 Consultation during the preparation of the Plan showed that people place a high value on the relationship between the village, the countryside and on the open spaces that help to define the landscape and character of the area. Paragraph 76 of the NPPF enables Neighbourhood Plans to identify green areas of particular importance to them for special protection and to rule out new development, other than in very special circumstances. Paragraph 77 provides criteria for the consideration of identifying Local Green Space, requiring that they should:

- be in reasonably close proximity to the community they serve;
- be demonstrably special to a local community and hold a particular local significance, for example because of its beauty, historic significance, recreational value (including as a playing field), tranquillity or richness of its wildlife; and
- is local in character and is not an extensive tract of land.

9.8 It is recognised that the designation of Local Green Spaces (LGS) should not be used simply to block development but that they should be in close proximity to Hargrave village, are used and valued by local residents and are not extensive tracts of land.



- 9.9 The Local Green Spaces form, in the main, the distinct and extensive grass verges that are so distinctive to Hargrave. Community engagement undertaken during the preparation of the Plan highlighted the importance of the verges to residents although it has also identified questions around the ownership of the verges which remain unsolved. These verges fully meet the NPPF criteria and are demonstrably special to the local community, as identified through the Plan preparation process.

#### Community Action 13

**The Parish Council will seek to identify the ownership of all the verges in the village and will prepare a management plan for the maintenance and improvement of them including, where appropriate, positive management mechanisms for biodiversity purposes.**

- 9.10 In addition, the green area at Little Knowles Green is identified as Local Green Space. The land is in the ownership of the Parish Council and is maintained as accessible open space for the whole community.



#### POLICY HAR7 – Local Green Spaces

Local Green Spaces are identified on the Proposals Map. Development on these sites will only be permitted in exceptional circumstances.

#### Village Playing Field

- 9.11 A small site off Bury Road and opposite the Village Hall which has been used as the village Playing Field for many years, provides an important meeting and play facility for the children of the village and, to some extent, their parents. In 2016 new play equipment was installed and current plans are to provide a wildlife area as well as a Teen Shelter. It is owned and maintained by the Parish Council and the



Playing Field provides the only equipped play area in the village. All homes in the main part of the village are within 500 metres walking distance of the play area, albeit that parts of the route do not have footways and are therefore not attractive for walking with children.

#### POLICY HAR8 – Village Playing Field

The village Playing Field will be protected from development that detracts from the use of the areas as a recreation facility. Proposals which would reduce the quality or size of the Playing Field will only be permitted if a replacement of an equivalent or better standard is provided in an equally accessible location.

## 10. The Character of the Village and the Countryside

### Objective:

Identify, define, protect and enhance the distinctive features of the village settlement and its setting within the parish, including:

- Local Heritage and historical references
- Building and streetscape
- Community infrastructure and assets
- Local design exemplars and benchmarks for new building and extensions

- 10.1 Community engagement carried out during the preparation of the Plan provided a strong steer to protect, preserve and future proof the village and its surrounding area, together with enhancing the quality of life for its inhabitants.
- 10.2 The Neighbourhood Plan provides a powerful tool to assist the local community identify and preserve the essential character of the village and its local surroundings. The adopted Local Plan documents do not provide a detailed local identification of important features that will assist developers and decision takers to ensure proposals reflect and have regard to the local character.

### Historical Assets

- 10.3 There are many designated heritage assets located in and around the village, the most significant being the Grade II\* Listed Church of St Edmund's. In addition, there are a further thirteen Grade II Listed Buildings within the parish. (source Historic England). Details of these are contained in Appendix 1. Although spaced apart in a seemingly random pattern these valuable properties contribute greatly to the distinctiveness of the village, and represent valuable architectural and historical anchors to the Hargrave of the past. The act of Listing properties provides for robust protection against unsympathetic alteration or expansion leading to possible damage to irreplaceable building fabric.
- 10.4 This Plan develops a strategy to best safeguard those elements that contribute to the importance of these historic assets, to ensure they can be enjoyed by future generations of the area. Where a building is Listed, consent will be required for any external alterations which affect its special and unique interest. Whilst all proposals would be considered on their merits, certain works to Listed buildings are most unlikely to be acceptable in principle. This Plan supports sympathetic alterations to Listed Buildings provided it would improve, restore or maintain the fabric of the building. Development which would have a negative impact upon a Listed Building, its curtilage or its setting will not be supported.
- 10.5 Listed Buildings already benefit from robust statutory protection, but there are other properties, some quite historic and/or of architectural merit, that are unlisted but should receive recognition and are signalled as making an important contribution to the street scene and overall character of the village. We have identified that the Old School House and School Hall are worthy of being protected as Local Heritage Assets and are identified on the Proposals Map.





#### **POLICY HAR 9 – Local Heritage Assets**

The retention and protection of local heritage assets, including buildings, structures, features and gardens of local interest will be sought. Proposals for any works that would lead to harm or substantial harm to a non-designated heritage asset should be supported by detailed analysis of the asset that demonstrates the wider public benefit of the proposal.

The following properties are identified as Local Heritage Assets:

- Old School House
- School Hall

- 10.6 In addition, the Plan recommends that an assessment is made as to whether areas of the village could be designated as a Conservation Area which would protect the character of the designated area including buildings and trees at a stroke. The Neighbourhood Plan itself cannot designate a conservation area as it is subject to separate legislation. However, the Parish Council will take the lead and approach St Edmundsbury Borough Council seek support for such a designation.

#### **Community Action 14**

**The Parish Council will approach the Borough Council to work with the local community to identify and designate a conservation area in Hargrave.**

#### **Protecting the Character of the Village – Design Guidance**

- 10.7 Policy DM2 of the Development Management Policies local plan document provides a comprehensive policy for the detailed consideration of all development proposals across St Edmundsbury. This is supplemented by Policy DM22 which concerns residential design. To support these policies, the following paragraphs provide some local context on character and design.
- 10.8 New development proposals require careful and detailed consideration, particularly where they could impact upon the general aspiration of the local community to maintain its unique rural and unspoilt character as far as possible. It is accepted that to attempt to 'preserve the village in aspic' and prevent all new development is both unrealistic and ultimately detrimental to the future health of the village, its community and its facilities. However, this should be balanced with the view that any future development should be appropriate to the size of the village and the maintenance of its character as a small rural community.

- 10.9 Hargrave is a diverse mix of a settlement set within a wider rural landscape, with evidence of small scale 'ribbon development' along the primary routes in and out of the village. However, a continuation of this 'creep' will result in the loss of the distinct clusters identified earlier in this Plan and will change the character of the village irreversibly. What does exist is a mix of historic and more recent contemporary houses, single and two storey, with often generous land around and between plots within an open landscape with extensive views across the rolling countryside.
- 10.10 This Plan provides a framework which, together with the operation of the St Edmundsbury Local Plan and the NPPF, will ensure that future developments are in keeping with their immediate surroundings and communities. The approach being to harmonise with the existing character and street scene, to make sure they look like they belong.
- 10.11 The guidance below aims to inspire designers to rise to the challenge to deliver and maintain high quality, well designed buildings and to protect the rural settings and spaces we value so much.



#### Guidance - Building Settings and Landscape

- 10.12 Well designed and well-kept public spaces contribute significantly to the enjoyment of places. Roads, verges, hedges and places that are stimulating and attractive can encourage social interaction, act as meeting points, places to walk, places to sit, rest and contemplate in relative peace. Hargrave is rich with character with ample opportunities to enjoy the vistas in and out of the village, many from the matrix of public footpaths that abound.
- 10.13 The interface and boundary treatment of plots and the street and surrounding areas should be reflective of the general character of the settlement. The Hargrave 'Greens' are particularly special as oases of green, with boundaries of historic hedge, ditch and verge. Understanding the relationship of rural buildings and the landscape is critical in successfully integrating new development into the countryside.



## Guidance - New Buildings and Development

- 10.14 It is important that the design of buildings and their overall appearance is borne from the place and therefore contribute positively to the character of the existing environment. The elevational style and layout of new buildings should be drawn from the characteristics and vernacular of the context. The visual impact of buildings can be more significant within the rural scene than those within more urbanised areas.
- 10.15 New development should be sympathetic to the existing form, scale, and character and setting of its location, and importantly appropriate to its rural context. Development should respond to the character of both the built and natural environment and, in particular, have appropriate regard to the setting of heritage assets. Innovative contemporary creative building design solutions that successfully integrate modern architectural design into the local vernacular.

## Guidance - Building Extensions

- 10.16 Extensions to dwellings can have a significant impact upon the character and appearance of a dwelling itself and the street scene in which it is located. A well-designed extension can enhance the appearance and value of a property, whereas an unsympathetic extension can have a harmful impact, create problems for neighbouring residents from over-shadowing and over-looking, and affect the overall character of the area. The design of extensions should be sympathetic, set back from the road and subordinate in size to the original building, together in keeping with the general character of the village. The scale, form and massing of an extension and how it relates to the original dwelling and its amenity space are critical considerations.



## Guidance - Building Materials

- 10.17 Materials and boundary treatments need to be sympathetic to the character and landscape of the area in which they are proposed, to include such features as the Greens, ancient hedgerows, verges and trees. The decision on choice of materials should be driven by the local context, and its appropriateness within its setting. Local materials should be sought with a preference for using a variety of multi-red

stock brick or Cambridgeshire yellow buff facing brickwork, flint and lime render to walls, with clay pan tiles, plain tiles and natural slate to roofs.

- 10.18 Similarly roof pitches, windows and colour schemes should be in harmony with the original palette. Dormer windows should be small and unobtrusive, with flat roofs avoided to garages and other outhouses. Fortunately, there are few flat roofs to be found in the village, which often give buildings a modern look, generally out of keeping within the majority of the village.

### Guidance - Conversions and Refurbishment

- 10.19 Planning policies seek to encourage the retention and re-use buildings wherever possible, particularly when the building makes a positive contribution to the character of the area in which it is located. Such proposals must be handled with care to ensure that the essential character of the original building is not lost, or that the contribution the building makes to the wider area is not compromised.

#### POLICY HAR10 – Village Character

To maintain the character of Hargrave, all new developments should:

- a) have regard to the design characteristics of the village as identified in the Neighbourhood Plan;
- b) be designed to a high quality;
- c) ensure that the specific context of the site and the wider character of the street scene are fully taken into account in relation to scale, appearance and materials; and
- d) seek to maintain reasonable residential privacy and the character of the area by preserving existing grass verges, front boundary hedges and tree screens where practicable.

Subdivision of an existing property shall preserve the external character of the building.



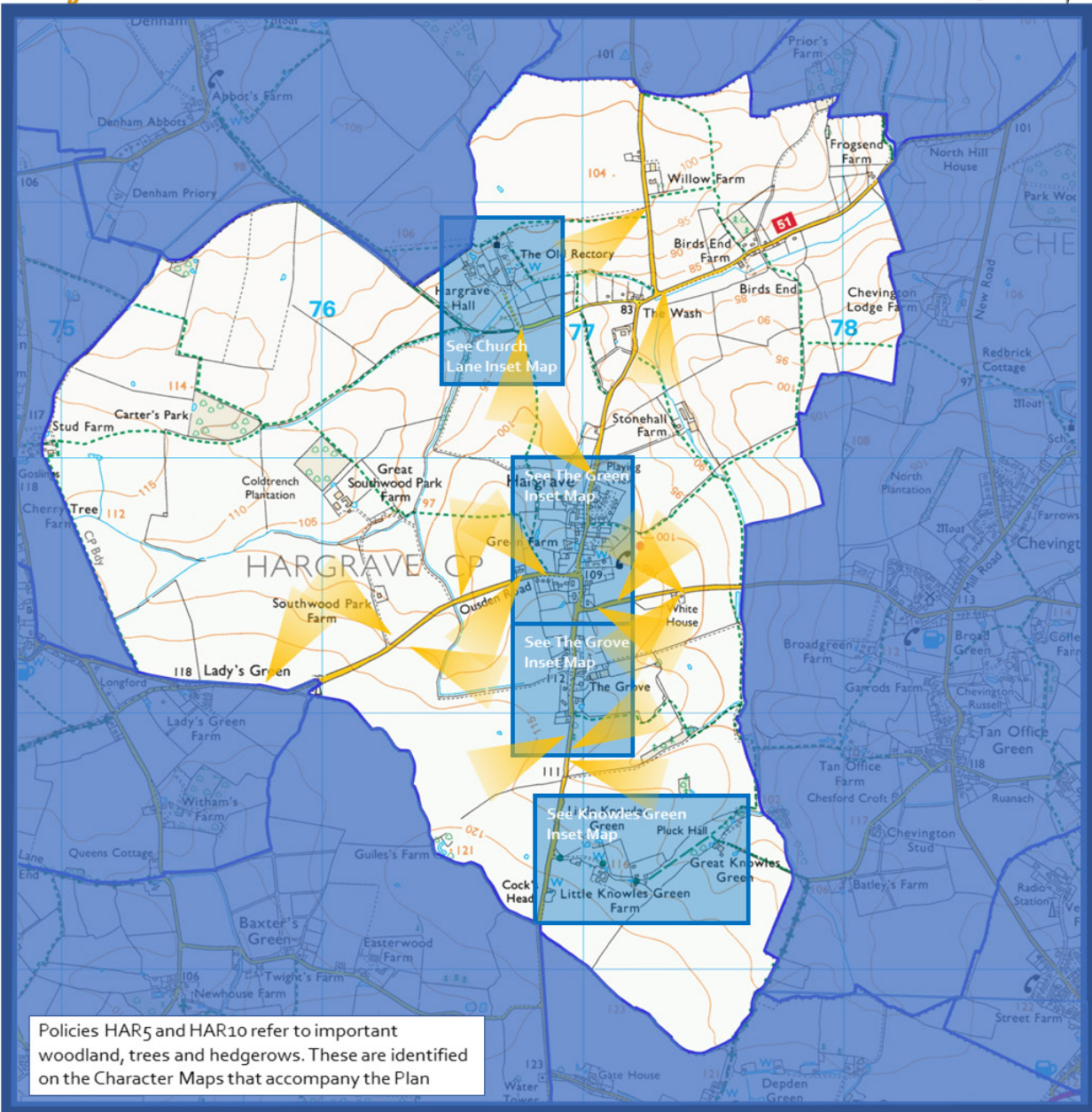


# Proposals Maps

## Proposals Map

ParishOnline






Hargrave CP 

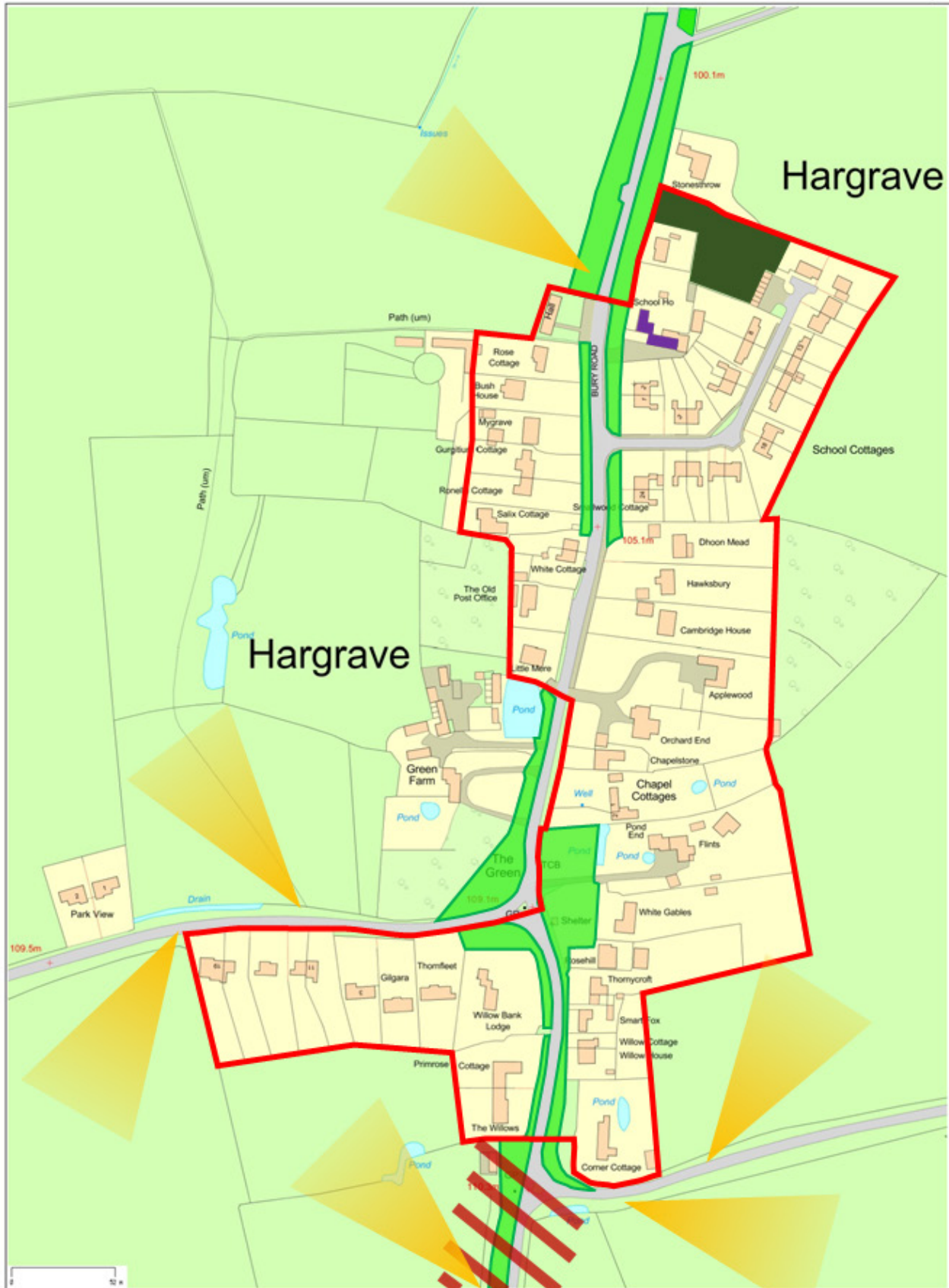


Policies HAR5 and HAR10 refer to important woodland, trees and hedgerows. These are identified on the Character Maps that accompany the Plan

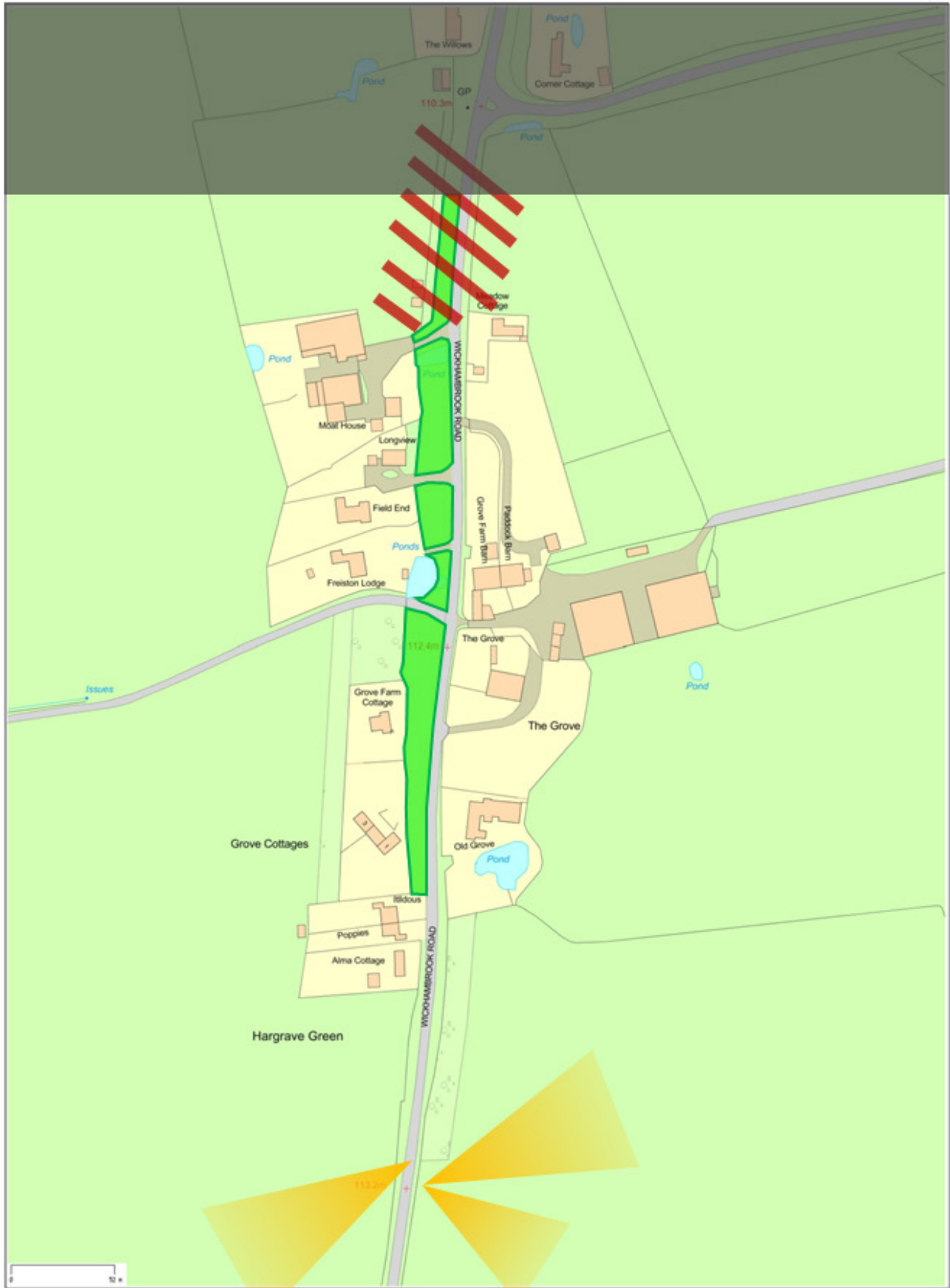
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### Proposals Map and Inset Maps Key

	Housing Settlement Boundary (HAR2)		Local Green Space (HAR7)
	Important Settlement Gap (HAR6)		Playing Field (HAR8)
	Important Views (HAR4, HAR6)		Locally Heritage Asset (HAR9)



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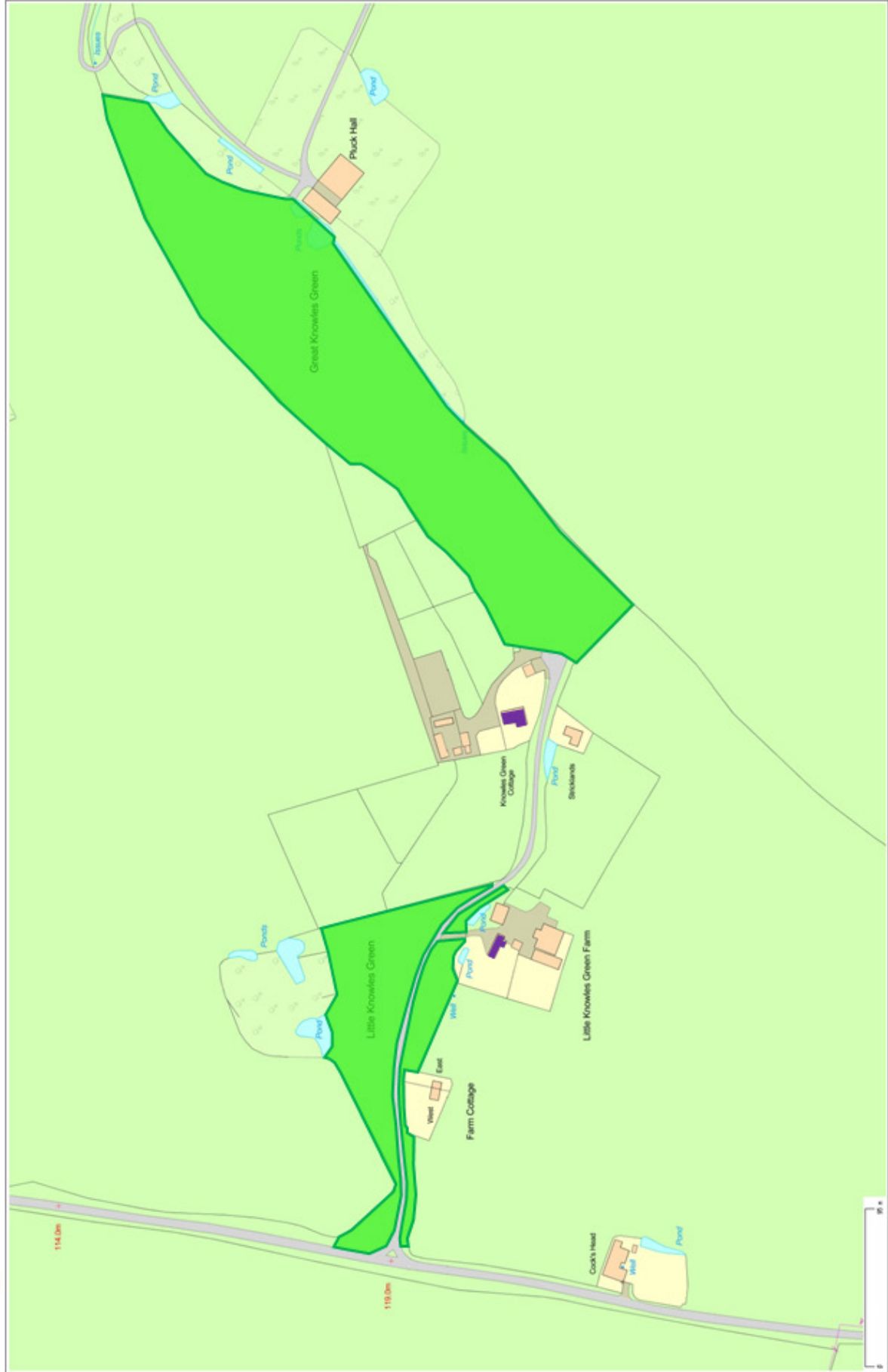
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## APPENDIX 1 - Listed Buildings

June 2017

Listed Property	Grade
Frogsend Farmhouse, Bird's End	II
Green Farmhouse, The Green	II
Chapel Cottages, 1 and 2 The Green	II
Little Knowles Green Farmhouse, Little Knowles Green	II
Little Knowles Green Cottage, Little Knowles Green	II
The Mill House, Bury Road	II
Meadow Cottage, Wickhambrook Road	II
The Grove, Wickhambrook Road	II
Corner Cottage, Wickhambrook Road	II
The Old Grove, Wickhambrook Road	II
Hargrave Hall, Bridge Green	II
Church of St Edmund, Bridge Green	II*
Wash Cottage, The Wash	II
Barn 300 yards north of Southwood Park Farmhouse, Ousden Road	II





# Cabinet



St Edmundsbury  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Norfolk and Suffolk Economic Strategy</b>	
<b>Report No:</b>	<b>CAB/SE/17/054</b>	
<b>Report to and date:</b>	<b>Cabinet</b>	17 October 2017
<b>Portfolio holder:</b>	Alaric Pugh Portfolio Holder for Planning and Growth <b>Tel:</b> 07930 460899 <b>Email:</b> <a href="mailto:alaric.pugh@stedsbc.gov.uk">alaric.pugh@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Andrea Mayley Service Manager Economic Development and Growth <b>Tel:</b> 01284 757343 <b>Email:</b> <a href="mailto:andrea.mayley@westsuffolk.gov.uk">andrea.mayley@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	To enable Cabinet to endorse the content of the Norfolk and Suffolk Economic Strategy and the proposed next steps for West Suffolk.	
<b>Recommendations:</b>	<p>It is <b><u>RECOMMENDED</u></b> that Cabinet:</p> <p>(1) <b>agrees to endorse the Norfolk and Suffolk Economic Strategy, as contained in Appendix A to Report No: CAB/SE/17/054, as guidance to support the strategy for growth in West Suffolk; and</b></p> <p>(2) <b>agrees the next steps for the delivery of outcomes for West Suffolk communities, as set out in Section 3 of Report No; CAB/SE/17/054.</b></p>	
<b>Key Decision:</b> <i>(Check the appropriate box and delete all those that <b>do not</b> apply.)</i>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>	

The decisions made as a result of this report will usually be published within **48 hours** and cannot be actioned until **five clear working days of the publication of the decision** have elapsed. This item is included on the Decisions Plan.

<b>Consultation:</b>		The development of a new strategy has been overseen by a group of all local authority Leaders, the LEP Board, sector leaders and college and university leaders. Over 1000 people have been involved in consultation events led by businesses and individual sector groups have been consulted.	
<b>Alternative option(s):</b>		The alternative option is to not endorse the document and to prepare an economic strategy for West Suffolk in isolation. It is considered that the development of the West Suffolk approach to economic development is best set in the context of the region. The partnership approach provides opportunities for collaboration and regional promotion that wouldn't be available if a West Suffolk strategy were prepared in isolation.	
<b>Implications:</b>			
Are there any <b>financial</b> implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any <b>staffing</b> implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • Time and resources of existing staff to deliver on the agreed strategy.	
Are there any <b>ICT</b> implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any <b>legal and/or policy</b> implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any <b>equality</b> implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
That the strategy does not include a key theme that will affect our ability to attract funding from government	Low	New Anglia LEP has worked closely with government departments to ensure their pitch is appropriate	Low

That other partners will not sign up to the strategy thereby weakening its impact.	Low	New Anglia LEP has hosted numerous events and engagement sessions with a wide range of partners including Local Authorities, Businesses, Universities and colleges.	Low
<b>Ward(s) affected:</b>		All Wards	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		None	
<b>Documents attached:</b>		<b>Appendix A:</b> Norfolk and Suffolk Economic Strategy. <b>Appendix B:</b> Norfolk and Suffolk Economic Strategy Executive Summary.	

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## **Key issues and reasons for recommendation(s)**

### **1. Background**

1.1 The Norfolk and Suffolk economy contributes over £35bn to UK plc, growing by 9% since 2010, faster than many “powerhouse” areas. It has higher than average levels of economic activity and rapidly growing sectors and businesses across a diverse economy. The area is well connected to Cambridge, London, European and global markets. Given the significant opportunities ahead New Anglia Local Enterprise Partnership (NALEP) considered it timely to review the evidence; understand how the economy is working and changing; and agree the actions for all partners to take to ensure future success.

1.2 Over the past months, local authorities, businesses, universities and colleges have been working together with NALEP to develop a new economic strategy for Norfolk and Suffolk. The final version of the Norfolk and Suffolk strategy is attached at Appendix A. An Executive Summary has also been produced and this is attached at Appendix B. NALEP has invited Forest Heath District Council and St Edmundsbury Borough Council to endorse the Norfolk and Suffolk Economic Strategy. This report explains the approach taking to the development of the strategy; the key elements of the strategy; and also the implications and opportunities for West Suffolk. The report concludes with a recommendation for both councils to endorse the strategy and to agree the next steps for West Suffolk.

### **Norfolk and Suffolk Economic Strategy**

#### **2.**

2.1 The work commenced with the development of a detailed evidence base to inform a deeper understanding of the economy. This included the impact that new technologies, techniques and collaboration across sectors will have to drive growth, raise productivity and support businesses in the diversification into new products and markets.

2.2 The development of a new strategy has been overseen by all local authority Leaders, the LEP Board, sector leaders and college and university leaders. Over 1000 people have been involved in consultation events led by businesses and individual sector groups have been consulted.

2.3 The strategy is inclusive and aims to benefit all. This work has also been developed with an understanding of the emerging Industrial Strategy and the Government’s approach to growth. New models of funding and financing are being explored to deliver the infrastructure needed to support the returns and growth that the evidence shows can be delivered.

2.4 The new strategy summarises the economic evidence. It sets clear ambitions that describe the place that Norfolk and Suffolk can be. It then sets out the proposed actions to deliver future success aligned under five themes: Our offer to the world; Driving business growth and productivity; Driving inclusion and skills; Collaborating to grow; and Competitive clusters close to global centres. It is focused on place - setting out where it is expected growth is most likely in the years ahead. The development of the strategy included a series of metrics and sets out clear economic indicators and targets, which will be used to measure success and the impact of the strategy. NALEP has published this

information in an Evidence Report which is available on their website and is also summarised in the Strategy from page 9 onwards.

2.5 The strategy commits local authorities and other partners to working together to pool resources and coordinate activity in some key areas such as inward investment, skills, place marketing and infrastructure investment. It is considered that this stronger collaboration and joint effort is vital to attract the level of investment needed.

2.6 This is a strategy for all Norfolk and Suffolk. As such many organisations will be involved in delivering different elements. NALEP has committed itself to the development of clear action and investment plans over the Autumn on major priorities such as Transport and Skills for example.

### **3. Implications for West Suffolk**

3.1 As we develop our Strategic Plan and look at developing local Place specific growth strategies we will be working with NALEP to look at how we can continue to build the inter-relationship with place based growth and the Strategy that NALEP is seeking to deliver. This is a similar approach for the Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP) – or the Combined Authority too. West Suffolk is part of both LEPs and plays a key role in bringing the two LEPs together for the benefit of West Suffolk and the wider area.

3.2 NALEP intends to work with partners to develop delivery plans and this is timely for us as we will have the opportunity to build on the work we are doing to focus on place and themes that will ultimately make a difference to our communities.

3.3 As far as our West Suffolk places are concerned, we are working to build the evidence base for each area. This is a similar approach to how NALEP developed its strategy but with the clearer focus on smaller geographies this work results in a much more bespoke understanding of the issues and opportunities for our places. For example in Bury St Edmunds we know that (among other indicators) while unemployment is low; there is a shortage of start up space and a shortage of move on space; and that innovation, aspiration and attainment rates are relatively low. Having this detailed information enables us to take direct action or influence actions in a more bespoke, targeted way. We can take this intelligence and use it as evidence to NALEP that their investment in our area will help them to achieve their stated ambitions.

3.4 The following paragraphs give examples of the actions that we will work with the LEP and other partners to develop, based on the priorities in the strategy. The paragraphs explain the contribution West Suffolk can make to achieving the aims and also what impact those aims will have.

### **3.5 Theme 1: Our Offer to the World**

NALEP states that improving and communicating a clear ambitious offer to the world is central to all the ambitions and targets and to attracting the people, investors and businesses of the future.

- 3.6 West Suffolk is well placed to appeal to inward investment opportunities with relatively affordable housing and increasingly interesting companies with cutting edge research and technology such as Treatts PLC and Sanofi, along with our proximity to Cambridge. Point 2 of our Six Point Plan for Jobs and Growth is "Promoting the West Suffolk economic region" and seeks to invest in the creation of a West Suffolk investment brand which clearly sets out West Suffolk's unique selling points.
- 3.7 West Suffolk will strengthen its promotional work alongside Norwich and Ipswich to both attract the highly skilled people we need and to accelerate inward investment. West Suffolk will work with NALEP to raise the profile of the East across the UK and beyond using consistent branding and an agreed overarching offer.
- 3.8 We have a view to the wider economy, including that of Cambridge. We are mindful of the strengthening links between places such as Milton Keynes/Oxford etc. in infrastructure terms. We are keen to continue to work with other partners including the Chamber of Commerce to ensure that our road and rail links are appropriate for our communities and the role we play in the wider economic region. There are opportunities through the establishment of the Cambridge Combined Authority that we will explore to ensure that our places such as Newmarket, Haverhill and Bury St Edmunds benefit from investment. This accords with Point 4 of the Six Point Plan for Jobs and Growth that aims to ensure the right conditions for growth.
- 3.9 One of the key areas of intervention for us and partners relates to digital connectivity both for broadband and mobile phones/technology. West Suffolk is a predominantly rural area and much of the upgrading of technology occurs in areas of highest population density which often leaves our rural communities behind and creates a patchwork of connectivity. It is also essential for many of our key and developing sectors that we have excellent digital connectivity to enable them to compete nationally and globally.

- 3.10 It is clear that the provision of land, premises and appropriate homes is directly linked to inward investment. There is little point in promoting ourselves if we are incapable of accommodating those we attract. In West Suffolk we have a great deal to offer, with our historic towns, rural villages and key strategic commercial/residential sites. We are committed to supporting delivery and will work with our partners to ensure sustainable, appropriate growth going forward.

## **Theme 2: Driving business growth and productivity.**

- 3.11 The strategy explains that our diverse economy is a real strength and states that work to support businesses will be driven by three goals; Increasing investment; driving productivity; and helping our firms move into new markets and products.

We will work with Menta, the NALEP Growth Hub, West Suffolk College and

3.12 other partners to ensure that our business support system works effectively for new businesses and growing businesses alike. In support of this we will consider whether there is a case for investment in physical start up opportunities with the essential digital infrastructure to enable the agencies such as Menta to provide the services to new and developing companies. We will work with NALEP to establish new centres of excellence to improve productivity and innovation in West Suffolk.

3.13 We already have good contacts with colleagues at DIT who work to promote and support companies looking to increase exports. We already look to support our local companies in this regard. For example, at our Business Festival this year West Suffolk College is hosting a professional development course on International Trade, Globalisation, Shipping and Logistics. The strategy states that NALEP is planning to lead a cross sector "trade global, supply local" campaign to open up supply chains for businesses and West Suffolk will be happy to promote and support this campaign with our businesses.

3.14 Investment funding plays a key role in the growth of businesses and productivity and the Strategy recognises this. In West Suffolk we are developing our approach to our own investment opportunities which can sit alongside other funds for the benefit of our businesses.

### **Theme 3: Driving inclusion and skills**

3.15 This theme recognises the contribution that individuals make to growth ambitions. It considers that good progress has been made in raising skill levels, but states an ambition to go further and faster, particularly for those already in work.

3.16 We will work predominantly with West Suffolk College and other institutions including the NALEP Skills Board to focus on the skills and inclusion agenda. NALEP aims to establish sector skills plans and develop an integrated skills offer which, along with WSC, we will support with our approach to business engagement (point one of the Six Point Plan for Jobs and Growth) and our ability to understand what our local businesses need now and in the future. West Suffolk can explain the sectors that are showing signs of growth and work with both LEPs to promote clusters and strengthen supply chains.

3.17 With Suffolk County Council we will support the efforts to deliver the Youth Pledge (this ensures young people have either an apprenticeship, job, work experience or training within 3 months) for all the young people in West Suffolk. And beyond this we will continue to work with partners to promote and support the delivery of high quality apprenticeships for all people - utilising the new apprenticeship levy.

3.18 The strategy aims to take the principles behind the Youth Pledge and extend these to adults in an attempt to remove the barriers to getting people back into work. This is aligned with Point 5 of the Six Point Plan for Jobs and Growth aims to develop skills and increase employment opportunities for all by aligning the skills base and skills provision in West Suffolk with job opportunities.

3.19 West Suffolk can support this approach for example we have an ever increasing number of over 65 year olds and we are keen to understand and extend their contribution to the Growth agenda. West Suffolk can be used as a pilot for the initiatives that NALEP promotes in this regard.

3.20 We will work with WSC and NALEP to expand the education pipeline within our Primary and Secondary Schools and help to engage children in Science, Technology and Engineering. West Suffolk is always keen to pilot new approaches to engaging younger people to improve their opportunities and in support of the local economy.

3.21 Inclusive growth is an area where partners will need to work together to ensure all parts of our communities receive the benefits of growth. Working with partners we will look to preventative measures as a priority to address some of the challenges we face and we can bring experience of local projects that have made a difference to our communities – for example social prescribing in Haverhill.

#### **Theme 4: Collaborating to Grow**

3.22 This theme acknowledges the importance of agencies working together; with private enterprises; and across sectors.

3.23 Integrating tech as a cross cutting theme is important not just across industry in terms of how they do things but also for a place and how it operates and manages supply and demand. For example our local company Servest has bought a stake in the tech firm Getronics with the aim of utilising the expertise in the work that Servest and its clients do, increasing the focus on digital transformation through the development of smart buildings and the Internet of Things. We are exploring with NALEP further work to look at the value that can be created in terms of growth by looking at ICT/Tech/Digital creative in this way and how our work could be shared across the NALEP area. There is considerable potential for this as we have major place shaping projects in all of our centres.

3.24 West Suffolk is well placed to support the wider collaboration between NALEP and other regions such as Cambridgeshire and Peterborough. It is clear that many of our infrastructure projects such as road, rail and broadband or our inward investment opportunities and supply chain activities are best tackled in a collaborative way.

#### **Theme 5: Competitive Clusters close to global centres**

3.25 The strategy states that Norfolk and Suffolk has a number of recognised national and global cluster of business. Focussing on specific sectoral opportunities will deliver real value in sector specific interventions. The strategy identifies four clusters: Clean Energy; Financial services and insurance; ICT, Tech and digital creative; and Life sciences and biotech.

3.26 Based upon the evidence we and others have gathered, we understand that our local economy is relatively resilient. This is because we have representation in a number of key sectors (as identified in point 6 of The Six Point Plan for Jobs and Growth) and a range of business sizes (dominated by

small and medium enterprises). However there are threats to our economy such as the current lack of start-up and move on space in Bury St Edmunds. Our key sectors include (among others) agriculture food and drink; the visitor economy; advanced manufacturing and engineering. West Suffolk also has key sectors that can be supported to promote clusters and thereby support further growth. For example, ICT and digital creative is a sector that is showing signs of growth. We also have some strengths in Food Farming and Agritech, and Life Science and biotech. We will work with NALEP on the proposed sector skills plans to ensure maximum impact for our businesses.

3.27 The paragraphs above set out how West Suffolk can contribute to the delivery of the aspirations in the strategy. The next steps for us are to liaise with our partners such as West Suffolk College, Menta etc. on the key actions (as set out in section 3) with a view to them signing up to this approach. At the same time we will use this information to open discussions with both NALEP and the GCGP to influence the delivery plans both aim to produce. All of this information will be influenced by the development of our own Corporate Strategic Plans and the developing plan for our places.

### **Conclusion**

4.1 The development of the Norfolk and Suffolk Economic Strategy has been inclusive and is for West Suffolk at least, very timely as we are preparing our new strategic plan and place based strategies.

4.2 The Strategy provides a clear and comprehensive framework for the next steps towards delivery. NALEP has opened the doors to partners to work together on the delivery phase and West Suffolk is well placed to do so.

4.3 West Suffolk will work with NALEP and a list of other partners to ensure that our communities benefit from appropriate growth across the themes of: digital connectivity; skills and inclusion; inward investment; appropriate investment in road and rail; and sector development (to include advanced agriculture, food and drink; ICT tech and digital creative; visitor economy tourism and culture; and advanced manufacturing and engineering).

4.4 It is recommended that both councils endorse the Norfolk and Suffolk Economic Strategy and agree the approach to the next steps set out in section 3.27 above.

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# THE > EAST

## NORFOLK AND SUFFOLK ECONOMIC STRATEGY




A STRATEGY FOR  
GROWTH AND OPPORTUNITY


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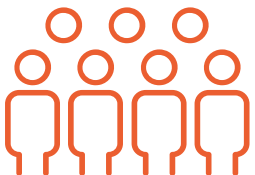
# OUR POTENTIAL

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


**140,000**  
NEW HOMES  
BY 2036



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



GROW OUR ECONOMY BY

 **£17.5**  
**BILLION**  
IN REAL TERMS BY 2036

 GVA PER HOUR OF  
**£39**  
BY 2036

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



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



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

# OUR PLACE

## KEY

-  Clean Energy Cluster
-  Finance & Insurance Cluster
-  Digital Cluster
-  Life Science, Advanced Food Tech & Biotech Cluster
-  Food Enterprise Zones
-  Universities
-  Enterprise Zone
-  Oil Rig
-  Wind Farms
-  Gas Terminal
-  Nuclear Power Station
-  Airport
-  Shipping Port
-  The National Stud
-  RAF Base





# FOREWORD

Our economy contributes £35bn to UK plc and investment here delivers growth. Since 2010 our economy has grown by 9%, faster than many “powerhouse” areas. Ours is a diverse economy, but with globally competitive clusters that drive our success. We are well connected to London, Cambridge and wider international markets, with higher than average levels of economic activity. We are ambitious for future growth and we will work with Government and private investors to deliver it.



*Douglas Field*

**DOUG FIELD**  
Chairman of New Anglia Local Enterprise Partnership

We have an excellent understanding of our economy and the opportunities ahead. New technologies, techniques and collaborations across sectors will further drive growth, raising productivity and moving firms into new products and markets. Our strategy is to generate growth across all sectors, focussing on creating high value, highly skilled jobs and industries, whilst also providing the technical skills, access to innovative techniques and support that all businesses and the wider workforce needs to succeed.

Norfolk and Suffolk have a number of centres of economic activity, with fast growing urban areas,

historic market towns and a large rural economy. Our natural landscape and our rich cultural heritage give Norfolk and Suffolk its distinctive character. We are forward looking and our economy is well positioned to capitalise on the opportunities created by further advances in technology and digital connectivity. We are determined that growth will be inclusive, benefiting all our people. We are looking ahead to the Government’s industrial strategy, working together as business leaders, local authorities, the voluntary and community sector, Universities and Colleges to drive future success as a place where businesses and residents can thrive and succeed. We are exploring new models of funding and financing the infrastructure we need, because the evidence shows we can deliver returns and growth.

We are confident in our ambitions because they are built on the success of our original 2014 Strategic Economic Plan. This has delivered more jobs, new businesses and housing. **The numbers tell the story**. Since 2014, **43,600 more jobs** and **5,710 new businesses** have been created and **18,850 new homes built**. **Over £350m of government funding** has been **secured** and will be invested in the region by 2021 in a wide range of projects to improve skills, drive innovation, support growing businesses and improve transport and other infrastructure. **Over £260m of private sector funding** has also been **unlocked**, outstripping our original commitment of £199m by 2021.

Collaboration and hard work from all partners has been at the heart of this success. Together we have invested and delivered transformative projects and initiatives. MyGo in Ipswich is the first dedicated youth employment centre in the country and we have one of the most established Enterprise Advisor Networks of any region, connecting local business leaders with local schools and colleges helping to motivate and inspire young people.

We have the world’s first International Aviation Academy in Norwich, expanded the network of specialist innovation and enterprise centres - Norwich University of the Arts Ideas Factory, University of Suffolk’s Ipswich Waterfront Innovation Centre, University of East Anglia Enterprise Centre and King’s Lynn Innovation Centre – other investments include the flood alleviation scheme in Lowestoft, the regeneration of the Cornhill - bringing a new heart to the retail centre of Ipswich and 19 transport projects including a relief road for Bury St Edmunds to unlock 500 new housing (including 30% affordable), 68 hectares of strategic employment land, a school and leisure centre.

Our Community Challenge fund has provided grants to grassroots voluntary and community groups, supporting people from disadvantaged backgrounds and facing barriers to economic participation.

Sixteen sites across the two counties have secured Enterprise Zone status providing benefit from business rate discounts, simplified planning and access to superfast broadband. Our award-winning Growth Hub has worked with over 6,300 businesses giving 29,300 hours of face to face support. We have achieved much, but there is more to do.

Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it can respond and succeed in a fast changing world. The Government’s emerging Industrial Strategy also provides an opportunity to further boost our sectors and drive growth.

“Together we will deliver the Economic Strategy by prioritising action and investment.”

We have an excellent understanding of how our economy is working, how it is changing and what our sectors need. We know that:

- **We make a very significant contribution to UK Plc.** We have excellent business opportunities, high quality and affordable places to live, a good availability of commercial land and a fantastic leisure and cultural environment, all close to London and Cambridge. We need to make sure that this offer is well understood and recognised by Government to make the case for the public and private investment needed to drive future growth.
- **We have strengths in clean energy, digital, life science and high value food production.** These sectors all have high value growth opportunities. They are often concentrated near communities which do not have all the skills needed to fully benefit. Linking investment in skills more closely with the communities and businesses nearby will provide more opportunities for residents.
- **Norfolk and Suffolk is an attractive place to live and work.** People of all ages, including young people, families and skilled professionals move to the area every year. Building on this success, we need to and encourage even more young people and families to stay or locate in Norfolk and Suffolk, showing them the opportunities and careers that exist in our economy for people of all ages.
- **Improving technical skills and adopting new techniques will further drive productivity and growth.** Many businesses across different sectors have increasingly similar technical needs. Developing links between business and our world class universities will help drive further innovation.

- **Recent investment has and will continue to improve our road, rail and digital networks.** This is particularly important given the area's large travel to work areas and with rail commuting increasing. But we can go further and faster. Many of the area's businesses rely on mobile and broadband connectivity and increasingly more will do so as patterns of home and remote working and networked businesses grow.

Stokes Sauces,  
Rendlesham,  
East Suffolk



Macro-economic changes such as technological advances and automation will change how we maximise these opportunities act on these opportunities in the years ahead. The country's exit from the EU will also alter Norfolk and Suffolk's interactions with partners in Europe and further afield. Opportunities arising from changes to migration, trade and funding should be harnessed to drive the area's economy, whilst recognising that the current uncertainty will impact on business and investor sentiment.

We have major growth locations in Norfolk and Suffolk, with a robust evidence base and detailed understanding of what is needed to continue to drive and unlock their further success. The locations are our priority places and include:

- Ipswich and the surrounding area;
- Norwich and the Greater Norwich area;
- The Norfolk and Suffolk Energy Coast, including Bacton, Great Yarmouth, Lowestoft and Sizewell, with assets on and offshore;
- The Cambridge Norwich corridor growth – connecting two global centres of research;
- The critical east west growth corridors along the A47 from Lowestoft, Great Yarmouth to King's Lynn and the A14 Felixstowe through Ipswich, Stowmarket, Bury St Edmunds, Newmarket and Haverhill to Cambridge; and
- King's Lynn - and the A10 and rail corridor to Cambridge.

Boosting our infrastructure is central to delivering all our ambitions. Our priority places are interconnected, dependent on transport links and draw on many of the same labour markets and supply chains. We will prioritise improvements to our digital and transport infrastructure and utility provision, using our own funding and making the case to Government where national investment is need.

Based on the evidence we have agreed stretching but achievable ambitions. We want Norfolk and Suffolk to be:

- **The place where high growth businesses with aspirations choose to be.**
- **An international facing economy with high value exports.**
- **A high performing productive economy.**
- **A well-connected place.**
- **An inclusive economy with a highly skilled workforce.**
- **A centre for the UK's clean energy sector.**
- **A place with a clear, ambitious offer to the world.**

We will deliver these ambitions by prioritising action and investment in the priority places above and the five themes shown below.

We have set ambitious targets which we will use to measure progress towards our goals. **By 2036**, we will have **added 17.5bn** in real terms **to our economy**, have **created 88,000 new jobs**, **30,000 new successful businesses**, and **140,000 new homes**, have a **GVA per hour of £39**, **increased median wages by £200** more per week and **66% of the population holding NVQ3+ qualifications**.

“Our economy is most successful when we work together for the benefit of the people of Norfolk and Suffolk. We have achieved much since 2014, but there is plenty more to do.”

We are an ambitious and inclusive region, contributing significantly to the performance of UK PLC and committed to delivering the standards of living we expect for all our communities.

## THE STRATEGY

Our strategy looks ahead to 2036, but focuses on the actions we need to take over the next four years to secure long term success. It is a dynamic and living blueprint to guide the work and investment of many partners. Together we have:

**Examined the evidence**, making sure we understand our economy in detail and how it works and is changing.

**Set challenging but achievable ambitions**, which are based on the evidence and describe the place and economy we want Norfolk and Suffolk to be.

**Agreed the themes** under which we are going to prioritise action and investment.

**Agreed the priority places** where investment and action is most likely to deliver a strong return.

**Identified Economic Indicators and set targets** to measure success and drive delivery.





# NORFOLK & SUFFOLK ECONOMIC PROFILE AT A GLANCE



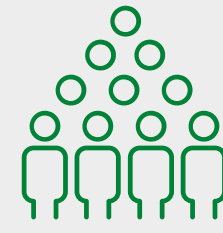
CONTRIBUTES  
**£35.5BN**  
TO UK PLC

COMPARED WITH  
**74%**  
ACROSS THE UK



EMPLOYMENT RATE:  
POPULATION AGED 16-64 IN WORK

**78%**



POPULATION OF  
**1,626,900**  
IN 2015



**61,000**  
INDEPENDENT ENTERPRISES

Page 80



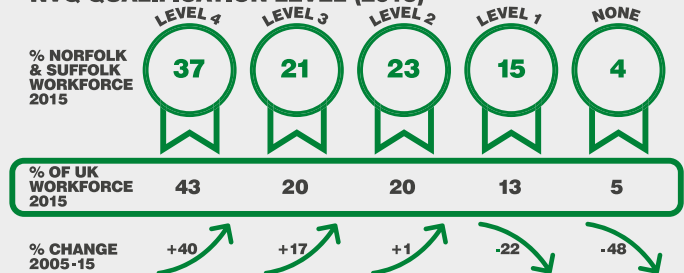
SECOND-FASTEST  
GROWING AREA FOR  
**HIGH-GROWTH FIRMS** IN UK

**62%** SINCE 2012 COMPARED TO  
**32%** UK AVERAGE

GROWTH HAS BEEN **FASTER**  
THAN A NUMBER OF 'POWERHOUSE' AREAS.



NVQ QUALIFICATION LEVEL (2015)



AVERAGE ANNUAL  
IMPROVEMENT IN  
PRODUCTIVITY SINCE  
2009 IS

**0.04%**  
COMPARED WITH 2.2% 1981-2008



**14%**  
LIVING STANDARDS  
14% BELOW  
THE UK AVERAGE



**£2.9BN**

OF GOODS EXPORTED  
EVERY YEAR



# NORFOLK AND SUFFOLK 2017

To underpin our ambitions and make sure we set the right priorities to deliver them we have developed a detailed and accurate understanding of our economy and business base, through a shared analysis and evidence base.

This will inform a wide range of plans and strategies in our region and provides an excellent common understanding of our economy. It can be found in our Evidence Report, published alongside this strategy and is summarised in this section.

Page 81

## SUMMARY

Norfolk and Suffolk has a £35.5bn economy which has grown by 9% since 2010, faster than a number of 'powerhouse' areas. There are a record number of people engaged in the economy, with 82% of the working age population in Norfolk and Suffolk economically active (compared with 78% across the rest of the UK), high levels of employment (78.2%, against a UK average of 73.8%), and low unemployment (4%, against a UK average of 5.4%).

Norfolk and Suffolk was hit hard by the 2008 recession and in the run up to it, with GVA per head declining from 2006 and not recovering fully until 2011. There was a long-term reduction in economic performance compared with the UK average, largely due to a loss of higher value jobs which were not replaced. Though the 2014 Strategic Economic Plan drove our recovery, the economy has still not completely recovered from this structural hit. Productivity (GVA per hour is 96% of the UK average) and job growth (5.3% between 2010-15, against 6.8% in Great Britain) are still

challenges for the area. Norfolk and Suffolk has grown and continues to grow, but needs to do so faster than elsewhere to catch up with the UK and achieve the step change we are striving for.

## A DIVERSE ECONOMY, WITH IMPORTANT SPECIALISATIONS

Norfolk and Suffolk has a diverse and well-balanced economy, with growing and important specialisations that make a significant contribution to the national economy. These include globally important clusters in ICT and telecoms, life sciences and genomics, clean energy and financial industries.

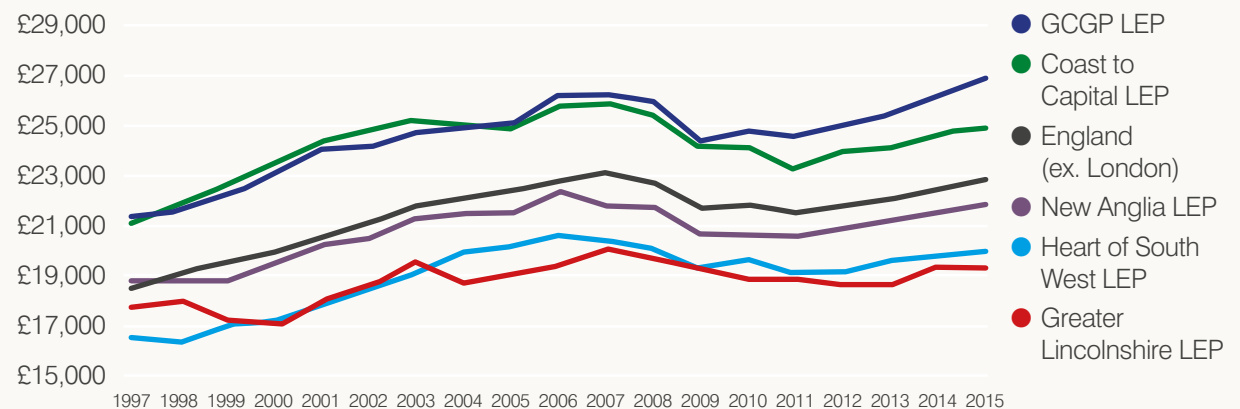
The insurance and financial sector continues to be competitive strength for the area, despite declines in the UK as a whole. The sector remains stronger here than the UK average, with important centres in

Norwich and Ipswich, including growing numbers of innovative fin-tech firms. Agriculture, food and drink sector is also important, with 111,136 jobs and major brands based in the area. As the number of jobs in traditional agricultural production has declined, there has been job growth in higher value food processing. The area has also seen rapid growth in business services (30.9% between 2010 and 2015) and digital businesses (3000 new jobs over the same period).

The Port of Felixstowe handles over 40% of UK container traffic, alongside ports at Great Yarmouth, Lowestoft and Ipswich. This makes Logistics and port related businesses an important sector, contributing £2.3bn of GVA and employing 47,364 people.

More detail on our nine focus sectors are set out on pages 12 to 14.

## GVA PER HEAD GROWTH 1997-2015: NEW ANGLIA AND COMPARATORS



## PEOPLE AND SKILLS:

Younger people and families also see Norfolk and Suffolk as an attractive place to live and work. In 2015, significantly more people chose to come to the area rather than leave. This is particularly so for people over 35, many of whom locate with their children from North London, Essex and Cambridgeshire and is helping fill skills gaps. Norfolk and Suffolk also has an ageing population, 23.1% of its population being over 65 compared to 17.8% in the UK. This is an engaged, if older, population with a huge contribution to make.

“Norfolk and Suffolk has a more economically active population than the UK average.”

Skill levels and wages however are lower, with more jobs than the national average in lower paying industries. Continuing to enable local people to access the skills they need to benefit from and drive future growth sectors such as clean energy, digital, life sciences and higher end business services will be central to continuing to increase wage levels and living standards.

Only 31.2% of Norfolk and Suffolk's working-age residents have a further or higher education degree compared to 36.9% in the UK. However, fewer residents have no qualifications (7.7%) than the UK average (8.8%). The share of managers and senior staff (2015) is in line with the UK average, though there is also a higher than average share of residents in lower value jobs.

## CONNECTIVITY AND COMMUTING:

Connectivity within Norfolk and Suffolk is extremely important. Whilst external commuting is increasing, 91% of the area's residents work here and 94% of Norfolk and Suffolk workers live in the area. 55,000 residents commute outside Norfolk and Suffolk to work every day, with the main destinations being Cambridge (including Cambridgeshire), Central London and Colchester. Rail use in the region has increased significantly since 2010, particularly on the direct commuting lines to Cambridge. Almost 35,000 workers commute to Norfolk and Suffolk every day, primarily from East Cambridgeshire and Colchester.

Norfolk and Suffolk's transport connections are strong. Ipswich is 60 minutes from London and 45 minutes from Norwich. Improvements to digital and physical infrastructures have been a central part of the LEP's strategy, with a new Greater Anglia rail franchise bringing the biggest new fleet of trains in the UK and associated capacity, reliability and frequency improvements as well as investment in the franchise to the west of our region. Significant improvements in road connectivity, such as the completion of the dualling of the A11, have cut road journey times. Further investment in the road and rail networks will continue to build on this, promoting key arteries to the north, south and west and fulfilling aspirations for improved services between centres including Ipswich and Cambridge, Norwich and Cambridge and King's Lynn and London.

International connectivity is also advantageous. Norwich Airport provides fast connections to and outside Europe as well as to other UK cities. It is also the main base for aviation access to nearby North Sea gas, oil and renewables installations. The region also benefits from its proximity to Stansted, the UK's 4th largest airport by passenger traffic, with more

than 170 destinations worldwide. Felixstowe, Lowestoft and the area's other ports at Great Yarmouth, Ipswich and King's Lynn also provide strong international shipping links.

Digital connectivity is strong and improving. Our ambition to increase coverage of Superfast broadband to 95% is becoming a reality, a multi-million pound investment by partners in Norfolk and Suffolk on target to achieve this by 2019. We are also working on improving mobile connectivity, particularly in rural areas. This is a particular problem for encouraging growth in our rural areas, with tourists and high value incomers dissuaded by poor mobile signal.

*Winerack in Ipswich, now & proposal*



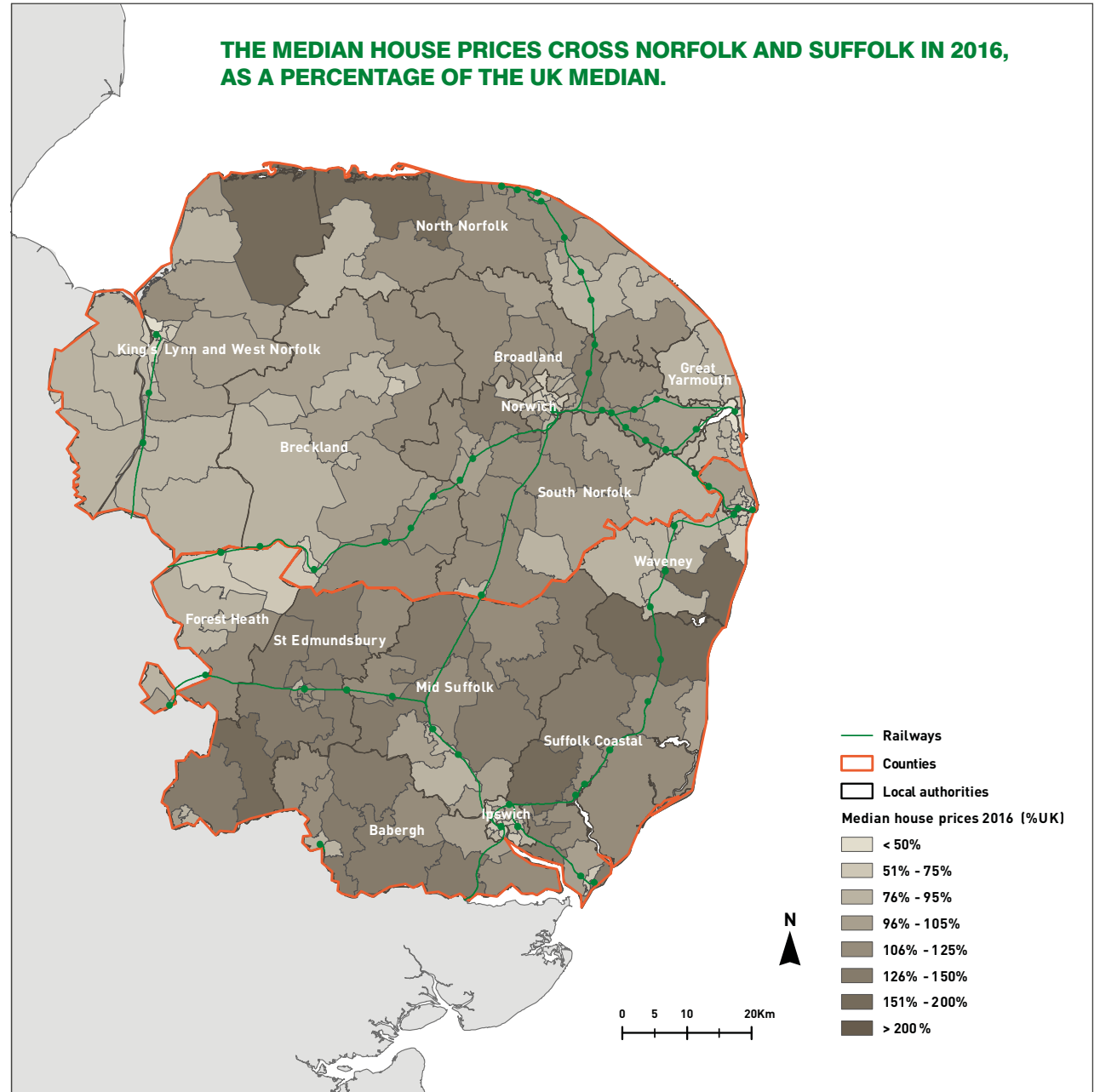
**HOUSING AND COMMERCIAL PROPERTY:**

Since the 2014 strategy, 18,850 homes have been built and 253,000 square ft of commercial space constructed. Our enterprise zones have created more than 2,600 jobs, are home to 85 companies, and are beginning to be a magnet for investment, having attracted over £45m of private sector investment to date.

Norfolk and Suffolk has a dynamic commercial property market, with pockets of relatively low value properties close to major growth opportunities (such as Ipswich and Great Yarmouth). Most large commercial transactions took place in and around Norwich and Ipswich, alongside some significant transactions in King’s Lynn, Great Yarmouth and Lowestoft. Bury St. Edmunds and Haverhill have also seen considerable investments in commercial property, as companies look for opportunities further outside London and Cambridge.

Housing affordability is also a diverse picture. The south and west of Suffolk has seen significant house price growth, due largely to the effects of London and Cambridge. Securing additional housing in these areas of growth will continue to be a priority. There are also very high prices in areas of North Norfolk and the Suffolk Coast, driven by second home ownership and holiday lets.

But we have high quality affordable housing in areas that are currently undergoing rapid growth of jobs and population. This includes Greater Norwich and along the A11 and A14 corridors to Cambridge, in the Ipswich and surrounding area and in the centres of activity for gas, oil, nuclear and renewables sectors around Lowestoft, Great Yarmouth and Sizewell. This mix of affordability and growth, combined with Norfolk and Suffolk’s recent record of attracting young people and families to the area, is a real opportunity.





# OUR SECTORS

Our diverse economy is a real strength. This strategy identifies nine key sectors in which Norfolk and Suffolk has competitive advantages. In some cases it is the scale of the sector, in others a really focused specialism. The diverse range of sectors provides the biggest opportunity for growth – cross-sector collaboration. This is where specialist skills in one sector can drive growth across other sectors.

## ENERGY

Global all-energy sector with 50 years expertise in the oil and gas sector, nuclear new build, and the world's largest windfarms in development off the coast with globally competitive renewables supply chain and support industry.



The East of England Energy Zone is unrivalled in the UK for its unique mix of wind power, gas and nuclear energy production. The supply chain has 50 years of experience and expertise, recognised with Enterprise Zone status. **Bacton Gas Terminal** in North Norfolk is a major component of UK energy infrastructure, providing one third of the UK gas supply making it an essential component in ensuring the future energy security of the UK.

Home to **OrbisEnergy** centre of excellence - a specialist innovation and incubation centre and the **East of England Energy Group** (EEEGR),

bringing together over 300 energy businesses. The coast around Greater Yarmouth and Lowestoft is at the centre of the world's largest market for offshore wind. Capital investment in clean energy worth £50bn is planned for the region by 2020, with the world's largest windfarm in development off the coast, the proposed development of **Sizewell C nuclear power station** creating 25,000 jobs, and opportunities in the decommissioning of existing nuclear power facilities and offshore installations.

Home to pioneering companies such as **Connected Energy** in Hethel which is accelerating new approaches to grid load management with their battery storage systems and energy optimisation expertise.

With a growing bioenergy market and longer term plans for the storage of gas and captured carbon in the Southern North Sea, the area has an energy business worth billions. Offshore wind, nuclear, solar, biomass and a range of other renewable clean energy developments create **a large clean energy cluster and centre of expertise that no other region in the UK can match.**

## LIFE SCIENCES AND BIOTECH

International expertise in the field of food, health and the microbiome, an advanced cluster of animal health and emerging pharmaceutical manufacture on the **Cambridge Norwich Corridor.**



With significant strengths in agri-bio tech, food and the microbiome, bioinformatics and industrial biotech, Norfolk and Suffolk's life sciences sector is home to innovative, high-tech businesses and research institutions with close links to the food, health, ICT and agriculture sectors.

**Norwich Research Park** (NRP) - comprising UEA, John Innes Centre, Earlham Institute, Quadram Institute, The Sainsbury Laboratory and Norfolk and Norwich University Hospital - is a world-leading research base, at the forefront of global food and health research. It is Europe's largest single site hub of research, training, education, and enterprise in food and health. The £76m **Quadram Institute** is due to open in 2018 at NRP, which will help create a fundamental shift in the way we understand and address the impact of food on health.

The **Centre for Environment, Fisheries and Aquaculture Science** (CEFAS) is headquartered in Lowestoft, Suffolk. This is the **UK's most diverse centre for applied marine and freshwater science and research**, providing innovative solutions for the aquatic environment, biodiversity and food security. There is also a cluster of animal health firms at Newmarket, focused around Newmarket's world class racing industry and several large pharmaceutical companies at Haverhill, taking advantage of links to the Cambridge life sciences cluster.

## ICT, TECH AND DIGITAL CREATIVE

Recognised tech clusters centred on Norwich's fast-growing digital creative hub and world-leading centre of innovation in communications technology at **Adastral Park and Innovation Martlesham near Ipswich. We are at the forefront of digital innovation, with strengths in telecoms, cyber security, quantum technology, Internet of Things and UX design, with business coming together under the Tech East brand.**



The ICT, Tech and Digital Creative sector is fast-growing, high-value and important in driving productivity across all sectors. Recognised in the **Tech Nation Report** as tech clusters, Norwich and Ipswich have a growing tech community and innovative start-up scene. **Adastral Park** is at the forefront of global telecoms innovation, home to BT Labs Global Research and Development HQ and a growing cluster of 100 high-tech companies, including **Huawei, Cisco, Ericsson and Tech Mahindra**.

Norwich, hosts a growing cluster of digital creative businesses, and a rich ecosystem of interlocking meetup groups catering to a range of tech and digital interests. Two leading universities provide a steady flow of graduates, offering the creative and technical talent needed to fuel growth in the sector.

The **University of East Anglia** plays a key role in Norwich's tech community supporting and connecting many of the active meet-up groups. Businesses include award winning digital businesses such as **Rainbird, EPOS NOW and Further**.

**Norwich University of the Arts (NUA)**, with its specialism in arts, design and media is centre of the dynamic creative community and home to the **Ideas Factory** incubation centre for digital creative businesses and UX Lab. The vibrant and growing group of creative businesses include user experience design agency **Foolproof** and creative technology firm **Knit**, along with image and film production companies **FXHome and Lambda Films**.

### ADVANCED AGRICULTURE FOOD AND DRINK

Home to an advanced and nationally significant farming sector, alongside globally renowned food and drink companies and a world-leading research base centred at Norwich Research Park (NRP).



Building on Norfolk and Suffolk's historical agricultural strengths the sector is globally renowned and nationally significant. Despite accounting for only 2% of the UK's population, Norfolk and Suffolk represent 11% of its agricultural output, which is more than any other LEP area. Taking advantage of innovative products and processes, the productivity of farm-based agriculture in the two counties is twice that of the UK.

Alongside this are a host of nationally and internationally significant food and drink companies, supported by local supply chain of firms specialising in the manufacture of machinery and equipment to support them. This sector is an important employer in both rural and urban areas including **Kettle Chips** and **Britvic** (Norwich), **Greene King** and **British Sugar** (Bury St Edmunds), **Birds Eye** (Lowestoft) and **Purina** (Sudbury). British Sugar's Wisington site is home to the first industrial scale bio ethanol fuel manufacturing facility in UK and the largest and most efficient sugar beet processing facility in the world. Producer of Copella fruit juices **Konings** in Boxford is another global brand with long term expansion and growth plans. Other key employers include chocolate manufacturer **Kinnerton** in Fakenham and **Albert Bartlett** at Worstead as well as **Mars Foods** in King's Lynn.

These major companies, alongside growing boutique high-value companies, see Norfolk and Suffolk specialise in a wide range of food production and processing whilst we are home to three **Food Enterprise Zone** - located in Stowmarket, Wherstead and Easton.

Home to a world-leading research base centred at NRP, Norfolk and Suffolk is at the forefront of global agri-tech research, whilst innovative and export intensive firms continue to develop commercially successful feeders, spreaders and pesticides.

### VISITOR ECONOMY - TOURISM AND CULTURE

A varied and rich tourist offer, from coast and countryside, postcard market towns, underpinned by a dynamic and pioneering cultural sector boasting internationally celebrated brands.



Norfolk and Suffolk is a successful destination, evidenced by a thriving visitor economy which attracts 5m overnight visitors annually. The area has traditional holiday destinations including the North Norfolk Coast, Great Yarmouth, Southwold, Aldeburgh and Felixstowe together with unique natural assets such as the **Broads National Park**, the Brecks, and **Areas of Outstanding Natural Beauty**. It also has the home of horseracing at Newmarket and important heritage sites such as Norwich (England's most complete medieval city) and Sutton Hoo in East Suffolk.

Our area's vibrant cultural sector boasts award-winning theatres, major international festivals such as Aldeburgh and Norwich, **England's first UNESCO City of Literature**. The cultural and heritage sector and natural landscape plays a unique role in creating the 'sense of place' that makes the area a great place to live, work, learn, invest and do business in. The sector is an important employer of 88,000 people and attracts significant investment from national and international funding bodies.

### FINANCIAL SERVICES AND INSURANCE

One of the largest financial services and insurance clusters in Europe, with growing start up financial service businesses building on a heritage going back 200 years.





Greater Norwich has been a base for the financial industries for over 200 years and is one of the **largest general insurance markets in Europe**. Recognised as a centre for excellence for financial and professional services, Norwich is home to a significant cluster of global firms including **Aviva, Marsh and Moneyfacts**. Boasting a financially literate, highly-skilled and stable workforce and the **first National Skills Academy in the UK for Financial services**, underpinned by Aviva. Ipswich also has a cluster of global insurance firms, including, **Willis Towers Watson, AXA** and other local and national companies. There are also niche markets around marine insurance linked to the county's ports, farm and crop insurance and thatched property insurance in rural areas, plus a host of small financial service businesses.

Strategically located near to London, the cluster benefits from the close proximity to other hubs of financial and business activity. This sector provides significant number of high value jobs and is a major driver of our economy, in particular supporting our Tech and ICT cluster. The industry is embracing new technology, connecting with extraordinary talent, uncovering breakthrough innovations and developing financial technologies fit for the future.

### TRANSPORT, FREIGHT AND LOGISTICS

**The UK's largest container port at Felixstowe on the premier EU/ Asia route and the UK's largest exporter of grain at the port of Ipswich.**



The **Port of Felixstowe** is the UK's largest container port, handling over 40% of national container traffic. It is undergoing significant investment and expansion, with capacity expected to grow by an additional million containers by 2025. The diverse nature of the ports in Norfolk and Suffolk means that they serve different

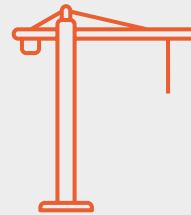
markets and are influenced by different factors, with Felixstowe's main competitors the international gateways of Southampton and London Gateway. **Great Yarmouth** and **Lowestoft ports** have a more regional focus relating to the offshore energy sector.

The sector is characterised by a strong logistics sector with international firms such as **Mediterranean Shipping Company** in Ipswich, **Goldstar Transport** in Felixstowe, and a number of smaller offices in Felixstowe and Ipswich.

Clustered around Norwich, there is also a sizable aviation sector, specialising in maintenance and repair, as well as servicing the offshore industry. The recently opened **Aviation Academy**, in collaboration **KLM Engineering**, is a specialist centre of aircraft, overhaul and maintenance.

### CONSTRUCTION AND DEVELOPMENT

**Norfolk and Suffolk have a large and diverse construction and development sector, the UK's largest Urban extension in Broadland and emerging specialisation in modern methods of construction and sustainable design.**



Norfolk and Suffolk's strong economy and attractive location for housing has driven economic success in the construction and development sector. The **Construction Industry Training Board (CITB)**, a partner in the national Sector Skills Council for the construction industry is based in Bircham Newton.

The area has significant levels of employment across all construction-related industries. The sector also has an **emerging specialism in modern construction and sustainable design**, with the Fabric First Institute at Easton & Otley College. The sector employs approximately 70,000 people, supporting over 10,000 businesses with major opportunities such as the UK's largest urban extension in Broadland.

With significant numbers of houses needed to support the growth in our economy, the sector in Norfolk and Suffolk is exploring how new technologies and practices like 3D printing, robotics, and modular construction could stimulate innovation and increase productivity. Industry is ready to tackle the challenges and be proactive, piloting new approaches to housebuilding, such as custom and self-build.

### ADVANCED MANUFACTURING AND ENGINEERING

**With several sector specific clusters of national expertise in automotive, civil aviation, composites and pharmaceuticals, manufacturing and engineering in Norfolk and Suffolk supports a number of key sectors.**



The advanced manufacturing and engineering sector in Norfolk and Suffolk reflects the area's diverse economic strengths. The sector links into the supply chain of specialisms such as agriculture and food production, civil aviation, transport, pharmaceuticals and energy. **Hethel Engineering Centre** is the regional hub for innovation and technology and has the potential to expand to meet the demand for incubation space in this growing sector. Businesses are working together with UEA, through the New Anglia Advanced Manufacturing Engineering sector group, to develop a new Institute for Productivity. This will build on UEA's expertise in business education and engineering.

There are several specialist advanced manufacturing and engineering companies in the area, including: **Lotus** (Hethel), a class-leading manufacturer of sports cars; **Multimatic** (Thetford), a specialist in vehicle dynamics; and **Philips AVENT** (Glensford), producing infant feed and health accessories.







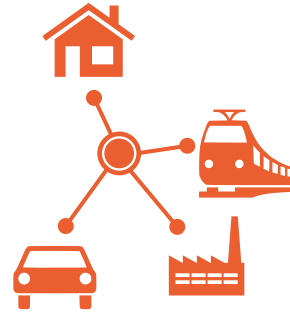
# OUR AMBITIONS

## WE WANT NORFOLK AND SUFFOLK TO BE:

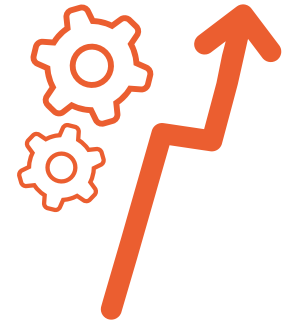
**The place where high growth businesses with aspirations choose to be,** with excellent sites to locate, grow and innovate, with easy access to support and finance. This will drive business growth, jobs growth and GVA.



**A well-connected place,** locally, national and internationally. Investment in housing, roads, rail and broadband is coordinated to build the communities and connections that people and businesses need. This will drive housing and GVA.



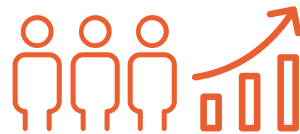
**A high performing productive economy,** where business have invested in new technology, skills, new techniques, and innovation leading to productivity improvements year on year. This will drive productivity and GVA.



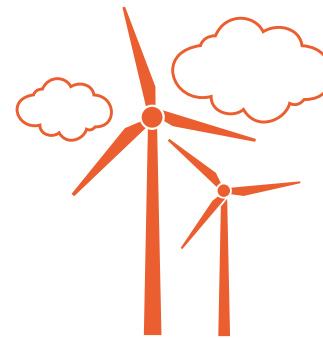
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**An international facing economy with high value exports,** where our sectors are producing and exporting more value-added goods and services entering new global markets capitalising on new trade links to other economies. This will drive exports and GVA.



**An inclusive economy with a highly skilled workforce,** where everyone benefits from economic growth and wage levels rise above the national average. Norfolk and Suffolk will continue to promote collaboration between business, HE, FE, schools and the public sector to provide the training opportunities and work experience that enable businesses and people to fulfil their full potential. This will drive skills, employment rate and median wage.



**A centre for the UK's clean energy sector,** capitalising on the strength and diversity of the energy sector and supply chain, our strategic location, skills base, connectivity to other regions. This will drive GVA.



**A place with a clear, ambitious offer to the world,** which showcases the strengths of Norfolk and Suffolk to the UK and world. Offering diverse, high quality and affordable housing where people want to live, with a strong vibrant culture and leisure offers and a clear sense of why people and business chose to live and work here. This will drive GVA, businesses and jobs growth.

# ECONOMIC INDICATORS

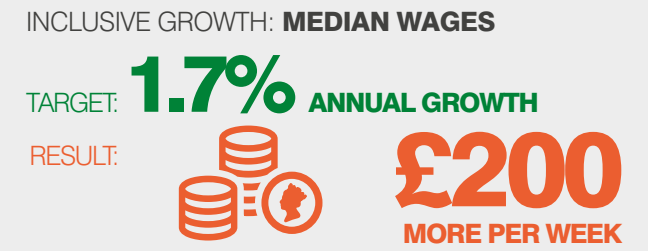
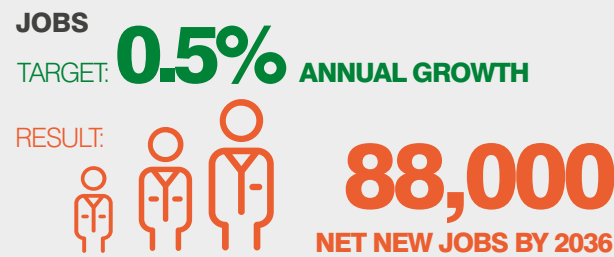
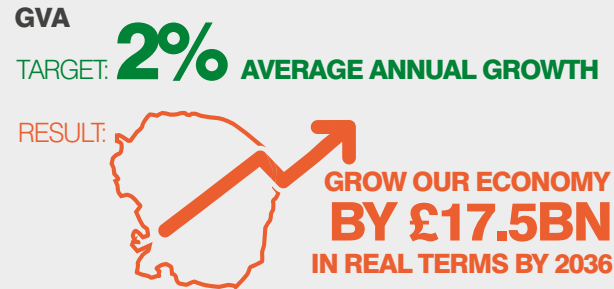
The ambitions will be achieved through action and investment in the themes and places in this strategy. To measure our success we will use eight economic indicators. These are GVA, productivity, jobs, businesses, housing, median wage, employment rate and skills. We have set targets for our eight economic indicators to 2036.

Each indicator has been developed using a robust methodology and is based on clear evidence about what is achievable and ambitious. These targets have been developed collectively. They are barometers for our success as a place in achieving our shared ambitions.

Given the long term nature of the strategy, delivery plans will also reflect shorter term targets as appropriate.

For each ambition we have shown which of our indicators most closely reflects progress. Each ambition will also impact on other economic indicators given that many are closely interlinked.

“ This reflects our determination to work across boundaries.”



# PRIORITY THEMES AND PLACES

We have agreed to focus action and investment on a clear set of priority themes and places to maximise impact and achieve our ambitions and targets, based on our shared evidence base and the engagement and knowledge of all the partners involved in creating and delivering this strategy.

Our priority themes are those economy wide opportunities where the evidence shows that investment and collaborative action will have the greatest impact on our ambitions and how we will deliver growth in all places across Norfolk and Suffolk. Many of these themes are overlapping, which reflects how our economy works.

This innovative approach highlights the opportunity for businesses to collaborate and to support each other, and will be reinforced by the public sector commitment to work collaboratively to join up investment locally and nationally.

Our priority places are those where the evidence shows there are significant opportunities and commitment for continued growth. We have a diverse economy, and the combination of business specialisms, infrastructure, housing and population growth and skilled workforce is different in each place. All parts of our region are connected to these centres of employment and business activity, reflecting our different travel to work areas and commuting patterns. Investment in these priority places, for example, will unlock the connectivity improvements needed for all our communities to benefit. This spatial focus will maximise our overall impact ensuring growth benefits all communities.

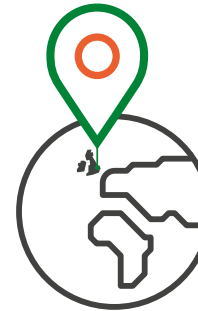
# OUR OFFER TO THE WORLD

Improving and communicating a clear, ambitious offer to the world is central to all our ambitions and targets and to attracting the people, investors and businesses of the future.

Our economy makes a major contribution to UK plc. We are well connected to London, Cambridge and national and global markets, with internationally important strengths in energy, ICT and biosciences and financial industries. We have major exporters and attract a net inflow of young people and families. We have a large visitor economy attracting 5 million people a year. All partners are committed to working together to pool funding and deliver.

## TOGETHER WE WILL:

- Work across all local authorities to **integrate our inward investment and business location offer**, campaigning at scale in new markets and working with national Government.
- **Attract the highly skilled people we need**, through targeted campaigns at specific groups working with sectors and clusters to show people the opportunities that are here.



- **Make sure that investment markets have the information they need** to take the decision to invest in infrastructure of all kinds. Improve digital connectivity, with a particular focus on super-fast broadband in rural areas and reliable mobile phone coverage for those travelling around the region.
- **Use consistent place branding, with an overarching offer**, supported by our ambitions, unique places, successes, skills, quality of life, culture and diversity.
- Work with Government to **ensure that the unique contribution of our energy sector is well understood and supported**.
- **Build the right kind of housing and commercial space where it is needed** and integrate utility, road, rail, digital and green infrastructure to build the communities and places people want to live.
- **Develop a year-round visitor offer** by investing in the strategic projects such as attractions, heritage and cultural institutions that also will increase visitor spend.
- **Take a more coordinated approach with our Colleges' and Universities' on alumni engagement** and develop a network to better market the area to this group.
- **Use new rail investment to further improve connectivity**, to London and Cambridge making Norwich under 90 minutes from London via rail and Ipswich under an hour. Other local infrastructure improvements such as Ely rail Junction, A14, A11 and A47 will also improve the area's internal connectivity and to wider markets.

# CASE STUDY

## CULTURE DRIVES GROWTH

Truly successful places are much more than economic powerhouses. They are underpinned by a sense of creative vibrancy, a manifestly strong quality of life, and a clear sense of cultural identity.

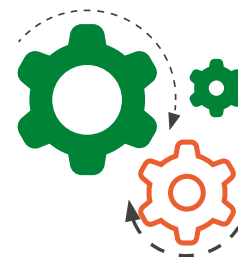
Culture Drives Growth, the cultural strategy for the East, developed by businesses within the sector, sets out the important contribution that arts and culture make to Norfolk and Suffolk, not just economically, but also in asserting that our two counties creative and entrepreneurial. Outlining a clear vision, the strategy focusses on job creation, scaling cultural and creative investment, developing talent and building an inspiring place to live, work and invest.

Ensuring that our cultural assets make the fullest possible contribution to economic growth, the strategy has been a story of successful collaboration, delivering innovative projects such as StartEast, building the cultural and creative economy and Look Sideways East, attracting greater numbers of cultural tourists.



# DRIVING BUSINESS GROWTH AND PRODUCTIVITY

Our diverse economy is a real strength. Our key businesses and institutions see well established businesses and supply chains across our sectors.



But we know that competition will continue to be fierce and global economic conditions uncertain. Many of our successful industries benefit from the advantages and resources offered by our location, with major opportunities for growth into new and developing markets nationally and globally. We also have significant growth opportunities in newer sectors, including health and life sciences and our digital, creative and ICT firms.

Our work to support business will be driven by three goals:

- **Increasing investment**
- **Driving productivity**
- **Helping our firms move into new markets and products**

We will integrate investment in skills, infrastructure, housing, innovation and business support to provide the conditions that both new and enabling businesses need to thrive and grow. And the public sector is committed to empowering businesses through planning, housing and infrastructure. Micro business will be a focus for our business support offer.

## TOGETHER WE WILL:

- **Sharpen our high-quality business support offer** to ensure it meets the changing needs of businesses adapting to new ways of working and new technology. This will include leadership development, and the ecosystem firms need to share knowledge and services across sectors.
- **Enable our SMEs to grow and increase exports** by focusing grant programmes and other support on growth, innovation and productivity.
- **Lead a cross sector “trade global, supply local” campaign**, to open up supply chain opportunities for local businesses.
- **Prioritise digital and physical infrastructure projects** to support businesses to develop and provide the space that new and existing firms need to grow.
- **Set up new schemes to help high growth businesses** and make it easier to access advice and funding for commercial innovation and commercialising business and university R&D.
- **Provide improved access to finance and assisting business capability in identifying skills deficits.** We will make it easier to access these services through a new “front door” for investment funding support.
- **Establish new centres of excellence to improve productivity and innovation** providing new skills for business leaders and employees.



# DRIVING INCLUSION AND SKILLS

Our people, whether in traditional careers, micro businesses, arts and culture or supporting others in the community are central to all our ambitions and goals. We want to raise and support aspiration across all ages. Good progress has been made in raising skill levels, but we want to go further and faster, particularly for those already in work. We will help our young people set their ambitions high and understand the exciting local careers available to them.



Our area is one of significant economic opportunity, with high levels of employment. We will give people the information they need to know to make informed decisions on the skills, capabilities and opportunities they need to succeed. We will encourage businesses to invest in and providers to respond quickly to, the long term needs of people and businesses.

We will design our actions and investment so that they enable growth that directly supports wider community benefits, including wellbeing, health and care.

## TOGETHER WE WILL:

- Through the development of sector skills plans **produce clear statements about the skills businesses need now and in the future**, to influence providers, business investment and personal choices by new students and those already in the workforce.
- **Develop an integrated skills offer for businesses across Norfolk and Suffolk**, to make it easier for them to navigate and access the initiatives and provision that are available. We will focus particularly on the long term development of technical skills in our existing workforce.
- **Prioritise capital investment on provision that will deliver the future skills our sectors and workforce need.** Taking a commissioning approach and being clear about what must be provided. We will use Skill Deals programme to drive innovation aligned to local economic need.
- **Prioritise leadership support for our entrepreneurs and those in new high growth businesses**, through further accelerator support, business mentorship. Providing the ecosystem that new entrepreneurs need to succeed.
- **Deliver the Youth Pledge for all our young people**, providing an integrated offer that shows and inspires young people about the opportunities that exist and provides support to enable them to access them, including support into employment.

- **Step up our efforts to promote and support the delivery of high quality apprenticeships** providing clear entry routes into our focus sectors, directly produce the skills and capabilities our economy needs – including higher level technical skills through degree and higher level apprenticeships.
- **Work with Government to establish an Institute of Technology** that builds on our strengths and meets the increasing need for higher level technical skills in key areas such as energy, engineering and manufacturing.
- **Grow the number of Enterprise Advisers and the number of schools that are engaged.** Further strengthening the link between the business and education community in order to drive young peoples' aspirations and work readiness in line with the requirements of the local economy.

Hydramec,  
Great Yarmouth



## Youth Pledge

Every young person (16-24) in Norfolk and Suffolk will get the personal support they need to get an apprenticeship, training, work experience or a job within 3 months of leaving education or employment.



- **Expand the education pipeline within our Primary and Secondary Schools**, by engaging children in Science, Technology and Engineering skill development within their curriculum to prepare them as the region's future workforce.
- **Develop new approaches and remove barriers to getting people back into work**, especially for those furthest from the jobs market and provide support for all into sustained employment. This will include our pilot work and health programmes, the delivery of high quality basic skills training in English, Mathematics and ICT and the development of pathways for young people and adults with special educational needs and disabilities (SEND) to move into supported employment. And developing opportunities to capitalise on the skills, knowledge and experience that the over 65's population offer. Our ambition is to extend the principles behind our integrated approach for young people and the Youth Pledge to adults.

# CASE STUDIES

## YOUTH EMPLOYMENT

**MyGo is an innovative Youth Employment service for 16-24 year olds in Suffolk.**



The service provides young residents with the support they need to access meaningful, sustainable employment. It provides tailored support to identify training needs and options, plan a career and gain access to local job vacancies, apprenticeships, education opportunities and training courses.

**Norwich for Jobs**, through the support of local employers, offers young people opportunities to take part in work experience placements; attend work taster days; participate in mock interviews with real employers with the aim of realising their employment goals.



*Students at University of Suffolk*



## INTERNATIONAL AVIATION ACADEMY - NORWICH

**We have the world's first Aviation Academy in Norwich.**

This will work in partnership with providers and industry to provide pathways for young people through to careers in all aspects of the aviation industry, which is facing a global skills shortage. This offer will be extended to ages 8-18 to embed skills into the academic learning process with a linked FE and HE route for students.



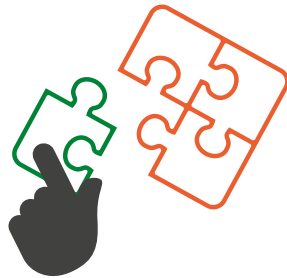
*Official opening of the Aviation Academy, Norwich*

“ Driving skills and high quality employment is fundamental to our goals to create a more inclusive economy, with improving wage levels, living standards and attainment.”



# COLLABORATING TO GROW

The competition we face does not come from within Norfolk and Suffolk. Many of the opportunities we have come from our proximity to Cambridge and London as well as global markets. The new markets and investment opportunities we seek are national and global.



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Within both Norfolk and Suffolk, we have developed a strong partnership between businesses, councils, universities and colleges. This is a particularly strength and we have achieved much in the last five years. But the way everyone works is continuing to change fast.

“ Our ability to collaborate across sectors, organisations and geographic and administrative boundaries will be a cornerstone of our future success as we build on what we have already achieved.”



King's Lynn Innovation Centre & Ipswich Waterfront Innovation Centre (below)

## Working across sectors

Many firms have increasingly common requirements for technical know-how and access to new ideas and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics. The skills and techniques in high demand in our digital and creative sector are also increasingly valuable in start-up and established financial services and insurance firms. Firms and individuals are also increasingly working across larger distances to share ideas and techniques and work together on specific projects.

### TOGETHER WE WILL:

- **Help businesses collaborate on increasingly common requirements for technical know-how and access to new markets and techniques,** for example by making the most of the connections and shared interests between the telecoms specialisms at Adastral Park and applications in high tech agricultural firms.
- **Link up our innovation hubs and wider business support offer,** focussing on specific places where it makes sense to do so, for example in the opportunities to link up culture, digital, fin-tech and creative firms in Norwich.
- **Build on the success of our growth hub and sector groups to help people and businesses find the support and funding needed.**
- **Ensure our work on opening up supply chain opportunities reaches across sectoral boundaries.**

### Working between public and private

To explore innovative approaches to funding and finance, driving returns on investment in infrastructure. We commit to opening up procurement and further empowering businesses through a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans

#### TOGETHER WE WILL:

- **Commit to further supporting businesses through a smoother planning system**, linking housing, utilities and infrastructure provision and flexible and integrated investment plans, working with the Homes and Communities Agency and the Housing Finance Institute.
- **Ensure that local businesses are well placed to help solve the challenges in service provision and design that the public-sector faces**, forging partnerships in technology and information systems that will benefit people and local businesses.
- **Establish more flexible funding for smaller scale research and innovation projects**, working with Government as it shapes national Industrial Strategy.

“We commit to opening up procurement and further empowering businesses through a smoother planning system.”

### Working with other regions

On regional, national and international opportunities.

#### TOGETHER WE WILL:

- **At a regional level, continue to work with other areas in particular Cambridge and Essex on major physical and digital infrastructure improvements**, such as the Local Energy East strategy and proactively identifying opportunities to create bigger gains across the East, joining up the ecosystem that supports our business.
- **Work with other parts of the UK on enhancing supply chains, learning best practices, influencing government and drive efficiency around procurement**, maximising opportunities for our firms who are part of national and global supply chains and sectors. We are also working with the South West to maximise the opportunities associated with the proposed Sizewell C nuclear power station in terms of supply chains, employment and skills opportunities and inward investment.
- **Collaborate with sector groups and trade organisations nationally and globally**, where there is the opportunity for our businesses to work with others **to develop new opportunities and markets**.
- **New Anglia LEP and Greater Cambridge Greater Peterborough LEP are committed to continue to identify opportunities for joint investment in the overlapping areas** of King's Lynn and West Norfolk, Forest Heath and St Edmundsbury.

## CASE STUDY

### TECHEAST

**TechEast has a bold vision - to drive the growth of digital tech in the East and underpin the creation of 5,000 additional digital tech jobs by 2020.**

Galvanising the sector by speaking with one voice TechEast aims to be recognised one of the UK's top five digital tech clusters. An important partner in developing our ambitions, TechEast provides leadership for this growing sector.

Launched in April 2016 as a private sector partnership, TechEast is providing business support to existing and start-up companies, connecting members and investors through networking events, and has established an embassy showcase in London. As sector leaders, TechEast has helped map out the region's innovation assets, strengths and opportunities in the Science and Innovation Audit, and is leading the charge on the Digital Tech Skills Plan for the region, putting employers at the heart of it.



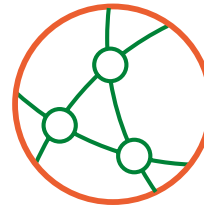




*Aviva, Norwich  
and Offshore in  
Norfolk and Suffolk*

# COMPETITIVE CLUSTERS CLOSE TO GLOBAL CENTRES

Within our business sectors, Norfolk and Suffolk have a number of recognised national and global clusters of business, with excellent access to national and global markets and to London and Cambridge.



“Each of our identified clusters has substantial further growth potential and supports high value jobs.”

We will support these clusters and their specialisations, working with each to ensure that the commercial opportunity they represent is fully developed and well communicated to Government and investors. Evidence suggests businesses identify with and benefit from locating in these clusters.

## TOGETHER WE WILL:

**Develop a commercially led plan for each cluster that will:**

- Encourages new companies and commercial investment.
- Establishes global and national links.
- Maximises local supply chain benefits.
- Markets the commercial opportunity.
- Develop the ecosystem that enables the cluster to thrive.

Focussing on our specific sectoral opportunities will deliver real value in sector specific interventions. This will drive economic benefits across our indicators and themes.

## CLEAN ENERGY

Our East coast energy cluster is world class, **the only place in the UK where expertise and operations in oil, gas, nuclear, renewables, solar and micro generation exists in such close proximity.**

The potential for new gas extraction and the vast potential of our renewable clean energy resource, together with long term decommissioning opportunities provide major long-term growth potential. This includes the potential to develop new products and techniques through the sharing of expertise and ideas across different disciplines within the sector.

The East Coast College Energy Skills & Engineering Centre, The Engineering & Innovation Centre at West Suffolk College, and a graduate energy engineering school at the University of East Anglia, will provide local people with routes to be involved and benefit as this cluster expands. We will also work with the other parts of the UK to develop new opportunities in our nuclear sector, emphasising the importance of new nuclear to southern economies like ours. Energy sector specific interventions will also contribute towards Norfolk and Suffolk becoming a centre for the UK's low carbon clean energy sector.





## FINANCIAL SERVICES AND INSURANCE

We have considerable strength in the financial services and insurance sector, with two clusters, concentrated in Ipswich and Norwich. Willis Towers Watson, Axa, Aviva and Marsh are global players in the insurance industry, who sit alongside a growing number of smaller fin-tech businesses, and are important in maintaining this competitive advantage. Technical skills, including in developing new customer platforms and creative interfaces will continue to grow in importance for this sector, and developing the skills and wider eco system needed to support and attract new businesses and skilled people to the sector will be a priority. This cluster also provides huge growth opportunities for our digital cluster, with many of our digital start-up businesses born out of the financial services sector.



## ICT, TECH AND DIGITAL CREATIVE

At Adastral Park, near Ipswich, we have a globally significant ICT cluster and one of the world's leading Innovation Hubs in information technology, home to BT Labs global engineering headquarters. The Adastral Park 2025 vision will take the site to a new level, growing the newly created Tommy Flowers Institute for post-graduate ICT industrial research; the world's largest converged networks research facility and the UK's Centre for Internet of Things (IoT) operations development. These facilities will help it become the national centre for developing the UK's converged digital infrastructure. We will drive the success of this project supporting it through appropriate digital and physical connectivity, linking it to the University of Suffolk and their Ipswich Waterfront Innovation Centre, University of East Anglia and Norwich University of the Arts, as well as national institutes.



*Artist's impression of proposed housing development next to Adastral Park, East Suffolk*

We will also support our digital and creative cluster in Norwich. This is characterised by SMEs and start-ups in the digital and creative sector. These high growth businesses will be provided with tailored business support to allow them to access the tools needed to grow, and we will continue to support them with the appropriate grow-on space needed.

## LIFE SCIENCES AND BIOTECH

At Norwich Research Park, home to the Earlham Institute, John Innes Centre and the Quadram Institute and UEA, and in Lowestoft at The Centre for Environment, Fisheries and Aquaculture Science (CEFAS), we have two major UK life science centres.



The research base provides a concentrated focus to the cluster and can provide a magnet to attract new businesses as well as act as a catalyst to grow existing firms. Hargreaves Plants and Germains Technology are two examples of local businesses who are global leaders in plant and seed research and technology who benefit from proximity to the NRP and to Cambridge.

There is an opportunity through bodies such as Agri-tech East to strengthen the links further between our research centres and the local economy. We will ensure the infrastructure is in place to sustain growth and benefit local businesses and supply chains. Another priority is the microbiome hub at NRP, which will further encourage convergence and translation of the centres assets into commercialised businesses. Newmarket is also a global centre for equine health and science.



*Life Sciences and Biotech*

# PRIORITY PLACES

## IPSWICH

Ipswich and the surrounding area, is a place of huge potential growth, an hour from the heart of London's digital and financial powerhouse at Liverpool Street Station. Ipswich is one of the fastest growing urban areas in the UK. The area is home to several major global assets including Felixstowe and Martlesham Heath in East Suffolk.

Adastral Park, with Innovation Martlesham, is a globally significant ICT cluster and home to BT's Global Research and Development HQ. The Port of Felixstowe is the UK's largest container port and the Port of Ipswich is the UK's busiest grain export port. Both are investing in future expansion and support a nationally significant hub of ports and logistics related businesses. These global assets, combined with its proximity to London and development opportunities linked to our Enterprise Zone sites make the area a development location with huge potential.

Securing this potential is a major priority, with recent major investment in public realm, new retail and leisure opportunities. There is a growing and significant cluster of highly skilled finance, insurance and legal services firms, including Willis Towers Watson and AXA, and a fast growing telecoms and digital presence in the area. Further development of the high quality and growing independent arts, heritage and cultural scene, which together with access to high quality leisure activities, coastline and countryside will firmly reinforce Ipswich as an excellent place to live and work.



*Ipswich Waterfront (above)  
& The Forum, Norwich*



We will drive the investment programme that is regenerating the town centre, with a strategy designed to bring forward projects that will further enhance the town's offer and the successful growth of the waterfront area. A new rail franchise will improve journey reliability, frequency and provide state of the art rolling stock with full high speed wifi connectivity. We will work to secure the northern relief road, vital improvements to the A14, A12 and further improvements to connectivity to unlock further growth in the town and surrounding area.

## NORWICH

Norwich and Greater Norwich, which covers the city and the districts of South Norfolk and Broadland, has seen substantial economic growth over the last five years. The Greater Norwich area has the highest GVA per head of Norfolk and Suffolk districts and the highest percentage of residents with NVQ4+ qualifications. Business creation and survival rates are higher than average, as are employment and economic activity rates. We will support and drive the next stage of this growth, building on the area's long tradition of creative, radical thinking, fostering innovative businesses, a fast growing digital and creative hub and further developing the strong and well established cultural scene.

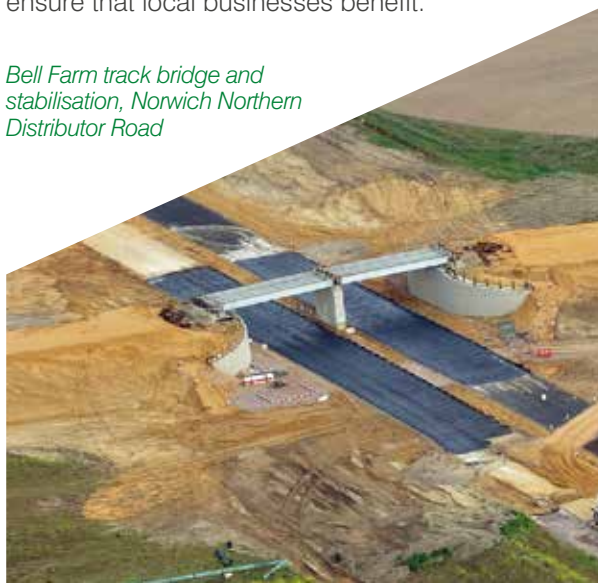
We will further strengthen links between local businesses and the global excellence of the University of East Anglia and Norwich University of the Arts, providing the ecosystem that new entrepreneurs need to thrive. We will support the continued success of the city's financial services and insurance cluster. This is based on an exciting combination of the long-standing commitment of firms such as Aviva, Marsh and Virgin Money, alongside new start-ups and a growing number of fin-tech companies.



The sector takes advantage of both global opportunities and the tech, creative and digital skills available in the city. These firms tap into the skilled labour market and growing number of young professionals that see area as a great place to live and work. For the same reasons, energy firms with operations on the Norfolk and Suffolk Energy coast also have a significant presence in the area. Norwich Airport is the centre for aviation operations for the southern sector of the North Sea Oil, Gas and Renewables sector.

We will continue to support improvements to connectivity. Significant investment is underway in green transport and improving last mile commuting. We will drive significant housing and commercial growth across the area. Norwich is less than two hours from London with firm plans to make journey times under 90 minutes, linked to Cambridge by the growing A11 corridor, whilst retaining a unique identity. The Norwich Research Park is a centre of world class expertise in genome analysis and manipulation of animal, microbial and plant systems for a wide range of industrial applications. We are determined to exploit the commercial opportunities that this excellence represents and ensure that local businesses benefit.

*Bell Farm track bridge and stabilisation, Norwich Northern Distributor Road*



### **NORFOLK AND SUFFOLK ENERGY COAST**

The Norfolk and Suffolk energy coast, branded as part of the East of England Energy Zone, is a global centre of oil, gas, nuclear and renewable energy generation and infrastructure. We are leading the way in delivering sustainable and clean energy solutions to underpin economic growth across the UK. Alongside our Nuclear generation and decommissioning expertise, the Southern North Sea currently plays host to over 150 offshore gas assets, together with 986 offshore wind turbines generating 3.75GW of renewable power directly off the region's coast, with an additional 1,000+ turbines generating some 14GW of offshore wind power to be installed over the next decade. The sector is driving down costs through innovation and collaboration, developing new technologies across our energy system, maximising offshore production and generation. The sector employs more some 8,469 skilled people in more than 834 companies. Significant investment is planned for the A12, supporting the future growth of the Nuclear and wider energy sector.

Norfolk and Suffolk is the only place in the UK where all these forms of resource extraction and energy generation exist together, including expertise on microgeneration and growing local energy networks. Great Yarmouth and Lowestoft form the centre of the area's energy industry, which stretches from Wells in North Norfolk, includes Bacton, where 30% of the UK's gas comes ashore, to Sizewell. Great Yarmouth and Lowestoft offer a huge growth opportunity, with affordable residential and commercial property and investment underway in key infrastructure. However both towns are also amongst the most deprived and low skilled places in Norfolk and Suffolk. We will work to connect residents with the opportunities afforded by the energy sector's growth.

Major firms operating on the coast also have a presence elsewhere, including in Norwich and Ipswich. Huge opportunities exist for linking offshore generation and energy use, technology and product development across oil, gas and renewables. We will work to ensure that Government and investors understand the existing and potential contribution of the area and how it can be maximised, including by developing the strategic case for new infrastructure.



*Greater Gabbard Wind Farm, East Coast*

## CAMBRIDGE – NORWICH CORRIDOR

The Cambridge Norwich Corridor spans over 100km of the A11 and rail links between the two cities. It comprises the UK's most established tech cluster in Cambridge and clusters of business and research excellence across advanced manufacturing, agri-tech, life sciences and digital creative including global firms such as Multimatic, through to Norwich.

“The area has high jobs and population growth which it is estimated to add over £500m GVA to the regional economy by 2031.”

It contains over 12,000 knowledge intensive businesses and is well placed to develop synergies with businesses in both Cambridge and Norwich.

Significant housing and commercial development is underway with further large scale commercial development opportunities all along the corridor including the redevelopment of RAF Mildenhall and Thetford urban extension.

Future priorities such as East-West rail will further drive long term connectivity with Milton Keynes and Oxford.



Hethel Engineering Centre & Felixstowe Port (below)

## EAST – WEST CORRIDORS

### A14 CORRIDOR BETWEEN FELIXSTOWE AND CAMBRIDGE

Bury St Edmunds has seen strong recent growth in jobs, housing and economic output, including business location and investment. The area is an attractive place to live and work, well connected to Cambridge by road and rail, as well as providing a high quality town centre, cultural offer and natural environment.

There are many long-established and growing businesses around Bury St Edmunds, including Greene King, British Sugar, and Servest. The wider A14 corridor between Felixstowe through Ipswich, Stowmarket, Newmarket and Haverhill to Cambridge is seeing considerable growth and substantial further new housing development is planned.

We will work to secure further road improvements to the A14, A11 and A1307 in West Suffolk. The towns of Haverhill, Newmarket and Stowmarket are all areas of significant housing growth, providing a high quality natural environment alongside comparatively affordable housing.

The area has high commuting levels by both road and rail, driven by proximity to Cambridge and is also the main route for freight traffic from Felixstowe to the rest of the UK. The work of East-West rail will support the aspiration for twice per hour rail services from Ipswich to Cambridge to accommodate increased growth and high commuting levels along the corridor.





### A47 CORRIDOR BETWEEN LOWESTOFT, GREAT YARMOUTH AND KING'S LYNN

Government has recognised the strategic importance of the A47 with commitment to improve parts of the route. We are committed to securing the full dualling of this major artery between East Anglia to the Midlands, which would unlock growth along its route, including significant commercial and housing developments as well as improve job opportunities in locations such as Swaffham and Dereham as well as supporting links between Lowestoft, Great Yarmouth and Norwich.

### KING'S LYNN

The King's Lynn-Cambridge road and rail corridor offers considerable potential for growth. Unlike other growth corridors to Cambridge, this area offers a direct services to London (100mins) via Cambridge (50mins).

The area has seen significant recent investment and is home to leading firms including Bepak, Cooper Bearings and Palm Paper, centres of excellence, in design and manufacture of commercial refrigeration (Foster Refrigerator and Williams Refrigeration – top two companies in the UK and in top 10 in Europe) and in aerospace engineering at RAF Marham.

Downham Market is also home to a growing number of ICT and digital firms. The area offers low house prices and is also close to Wisbech, a settlement earmarked as a 'garden city' in Cambridge's growth plans.

We are committed to securing the infrastructure improvements in both road and rail needed to unlock the areas growth ambitions, including to achieve half hourly service to London's King's Cross and better road connections to Cambridge and along the A10. This will include working with partners in Cambridgeshire including the Mayoral Combined Authority and its plans for infrastructure improvements.

“We are committed to securing the infrastructure improvements in both road and rail needed to unlock the areas growth ambition.”

### INFRASTRUCTURE

Infrastructure improvements underpin all our priority places and themes:

- Strengthening the reliability of high quality mobile coverage
- Completing the provision of high speed broadband
- Rail improvements, driving reliability, wifi, journey times and frequency through the new franchise and capital investment
- Further development of the A47, A14, A11, A10, bypasses to relieve congestion and last mile connectivity and commuting transport in our priority places.
- Utility provision for business and new communities, including local energy networks.



Class 90 in new Abellio Greater Anglia livery May 2014



# MAKING IT HAPPEN

We have agreed ambitions and priorities which will drive investment and action as we make Norfolk and Suffolk the place where people want to live, work, learn, invest and do business. The way we work together is a major strength. Businesses, the LEP, local authorities, third sector organisations, Colleges and Universities who have come together to agree this strategy are all committed to aligning relevant actions and investment to the priorities we have agreed.

We collaborate to deliver shared ambitions rather than focussing on organisational, sectoral or geographic boundaries. Our ambitions will be achieved through using the whole system to deliver, including other local and regional action plans and strategies, including statutory planning documents. This is the best way of integrating action and investment to achieve the value for money and impact that our residents and businesses expect.

We are putting in place the following tools and systems to support this way of working:

**Economic Strategy Evidence (A shared evidence base)** which will continue to evolve and stay live. Updated as new data is available it will guide decisions across all relevant organisations. This shared platform supports the development of plans and strategies across Norfolk and Suffolk, providing partners with a reliable and consistent source of economic data to inform action and investment decisions.

**Delivery and Investments plans** which will set out how the projects and priorities in this strategy will be delivered and funded, the outcomes they will deliver and how partners will be mobilised to achieve them.

Ongoing commitment to work together as local councils, college, universities and business groups to **align strategy, planning and investment** across housing, infrastructure, utilities, transport and skills. Ensuring that our statutory plans, business plans and other strategies reflect the evidence and priorities of this overarching economic strategy.

**A common investment prioritisation framework**, to assess projects and actions relating to growth that emerge from this and related strategies and plans. This provides further transparency for all projects that receive support from one or a range of organisations and ensures that all investment is focussed on those projects that will most effectively achieve our collective ambitions and targets.

**A shared inclusive growth toolkit** will provide assurance that projects are also judged consistently by their capacity to deliver positive impacts for our residents.

**Indicators** which we will use to track progress and prioritise.

**An annual stock-take of progress**, involving all the partners who have been involved in developing and endorsing this strategy. We will hold each other to account, be transparent about progress and review where changes are needed to reflect new economic or policy circumstances.

**This strategy will not be delivered by one partner alone or by one strand of investment or actions. The ambitions and priorities we have agreed provide the direction and strategic case for a wide range of partners to develop their own plans and interventions that contribute to achieving our shared ambitions.**



## AUTUMN 2017

Economic Strategy Endorsed and Published.

Align Governance and Agree Implementation Approach.



## WINTER 2017

Awareness Raising and Capacity Building.

Delivery and Investment Plans developed and agreed.



## SPRING 2018

Implementation of Delivery and Investment Plans.

Agree Investment Plan for 2019/20.



## SUMMER 2018

Light Touch Evidence Refresh.

Monitoring and Reporting on Progress.



## AUTUMN 2018

Economic Strategy Annual Progress Review.



Delivery plans will set out the progress we want to achieve and the actions and investments we will deliver up to Spring 2021. Annual investment plans will be agreed each Spring for the following financial year with an annual progress review each Autumn. A full review will take place in 2020 to develop a new Economic Strategy for the 2021 - 2026 period.

**THE ECONOMIC STRATEGY FOR NORFOLK AND SUFFOLK HAS BEEN DEVELOPED  
IN PARTNERSHIP WITH AND ENDORSED BY A WIDE RANGE OF STAKEHOLDERS:**

THE > EAST

NEWANGLIA

Local Enterprise Partnership  
for Norfolk and Suffolk



# THE > EAST

## NORFOLK AND SUFFOLK ECONOMIC STRATEGY

A STRATEGY FOR  
GROWTH AND OPPORTUNITY  
**EXECUTIVE SUMMARY**





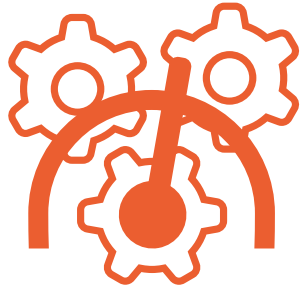
# OUR POTENTIAL

GROW OUR ECONOMY BY



**£17.5  
BILLION**

IN REAL TERMS BY 2036



GVA PER HOUR OF

**£39**

BY 2036

**30,000**

NEW SUCCESSFUL  
BUSINESSES BY 2036



**66%**

OF THE  
POPULATION  
WITH NVQ3+  
BY 2036



INCREASED  
MEDIAN  
WAGES BY

**£200**

MORE PER  
WEEK BY 2036

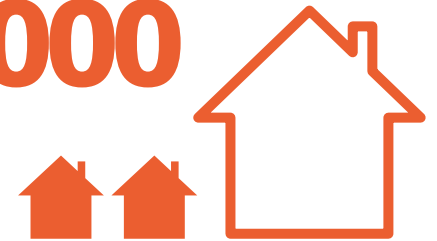
**88,000**

NET NEW  
JOBS BY 2036

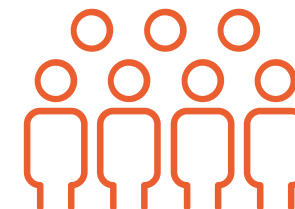


**140,000**

NEW  
HOMES  
BY 2036



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



# OUR PLACE

## KEY

-  Clean Energy Cluster
-  Finance & Insurance Cluster
-  Digital Cluster
-  Life Science, Advanced Food Tech & Biotech Cluster
-  Food Enterprise Zones
-  Universities
-  Enterprise Zone
-  Oil Rig
-  Wind Farms
-  Gas Terminal
-  Nuclear Power Station
-  Airport
-  Shipping Port
-  The National Stud
-  RAF Base









# FOREWORD

Our economy contributes £35bn to UK plc and investment here delivers growth. Since 2010 our economy has grown by 9%, faster than many “powerhouse” areas. Ours is a diverse economy, but with globally competitive clusters that drive our success. We are well connected to London, Cambridge and wider international markets, with higher than average levels of economic activity. We are ambitious for future growth and we will work with Government and private investors to deliver it.



We have an excellent understanding of our economy and the opportunities ahead. New technologies, techniques and collaborations across sectors will further drive growth, raising productivity and moving firms into new products and markets. Our strategy is to support growth across all sectors, focussing on creating high value, highly skilled jobs and industries, whilst also providing the technical skills, access to innovative techniques and support that all businesses and the wider workforce needs to succeed.

Norfolk and Suffolk have a number of key centres of economic activity, with fast growing urban centres, historic market towns and a large rural economy. Our natural landscape and our rich cultural heritage give Norfolk and Suffolk its distinctive character. We are forward looking and our economy is well positioned to capitalise the opportunities created by further advances in technology and digital connectivity.

We are determined that growth will be inclusive, benefiting all our people. We are looking ahead to the Government’s Industrial Strategy, working together as business leaders, local authorities, the voluntary and community sector, Universities and Colleges to drive future success as a place where businesses and residents can thrive and succeed. We are exploring new models of funding and financing the infrastructure we need, because the evidence shows we can deliver returns and growth.

We are confident in our ambitions because they are built on the success of our original 2014 Strategic Economic Plan. This has delivered more jobs, new businesses and housing. **The numbers tell the story.** Since 2014, **43,600 more jobs** and **5,710 new businesses** have been created and **18,850 new homes built.** **Over £350m of Government funding** has been **secured** and will be invested in the region by 2021 in a wide range of projects to improve skills, drive innovation, support growing businesses and enhance transport and other infrastructure. **Over £260m of private sector funding** has also been **unlocked**, outstripping our original commitment of £199m by 2021.

Collaboration and hard work from all partners has been at the heart of this success. We have achieved much, but there is more to do. Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it responds and succeeds in a fast changing world.

**DOUG FIELD**  
Chairman of New Anglia Local Enterprise Partnership

## THE STRATEGY

Our strategy looks ahead to 2036, but focusses on the actions we need to take over the next four years to help secure long term success. It is a dynamic and living blueprint to guide the work and investment of many partners. Together we have:

**Examined the evidence**, making sure we understand our economy in detail and how it works and is changing.

**Set challenging but achievable ambitions**, which are based on the evidence and describe the place and economy we want Norfolk and Suffolk to be.

**Agreed the themes** under which we are going to prioritise action and investment.

**Agreed the priority places** where investment and action is most likely to deliver a strong return.

**Identified Economic Indicators and set targets** to measure success and drive delivery.

“Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it responds and succeeds in a fast changing world.”



# OUR SECTORS

## ENERGY

Global all energy expertise with 50 years expertise in the oil and gas sector, nuclear new build, and the world's largest windfarms in development off our coastline with globally competitive renewables supply chain and support industry.



## LIFE SCIENCES AND BIOTECH

International expertise in the field of food, health and the microbiome, an advanced cluster of animal health and emerging pharmaceutical manufacture on the Cambridge Norwich Corridor.



## ICT, TECH AND DIGITAL CREATIVE

Centred around Norwich's fast-growing digital creative hub and the world-leading centre of innovation in communications technology at Adastral Park and Innovation Martlesham near Ipswich. We are at the forefront of digital innovation, with strengths in telecoms, cyber security, quantum technology, Internet of Things and UX design, with business coming together under the Tech East brand.



## ADVANCED AGRICULTURE, FOOD AND DRINK

Home to an advanced and nationally significant farming sector, alongside globally renowned food and drink companies, and a world-leading research base centred at Norwich Research Park (NRP).



## FINANCIAL SERVICES AND INSURANCE

One of the largest financial services and insurance clusters in Europe, with growing start up financial service businesses building on a heritage going back 200 years.



## VISITOR ECONOMY – TOURISM, HERITAGE AND CULTURE

A varied and rich tourist offer, from coast and countryside, postcard market towns, underpinned by a dynamic and pioneering cultural sector boasting internationally celebrated brands and festivals.



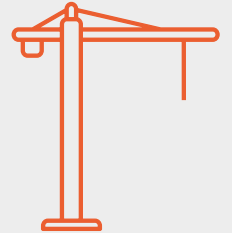
## TRANSPORT, FREIGHT AND LOGISTICS

The UK's largest container port at Felixstowe on the premier EU/ Asia route and the UK's largest exporter of grain at the port of Ipswich.



## CONSTRUCTION AND DEVELOPMENT

Norfolk and Suffolk have a large and diverse construction and development sector, Europe's largest Urban extension in Broadland and emerging specialisation in Passivhaus and sustainable design.



## ADVANCED MANUFACTURING AND ENGINEERING

Including national expertise in automotive, civil aviation, composites and pharmaceuticals.



“Many of our growth opportunities involve collaboration and partnership between firms in different sectors.”

# AMBITIONS, PRIORITY PLACES AND THEMES

## AMBITIONS

Based on the evidence we have agreed a set of ambitions. We want Norfolk and Suffolk to be:

- **The place where high growth businesses with aspirations choose to be.**
- **An international facing economy with high value exports.**
- **A high performing productive economy.**
- **A well-connected place.**
- **An inclusive economy with a highly skilled workforce.**
- **A centre for the UK's clean energy sector.**
- **A place with a clear, ambitious offer to the world.**

We will deliver these ambitions through action and investment in priority places and themes. These have been chosen based on the evidence and the engagement and expertise of all the partners involved in creating and delivering this strategy.

**OUR PRIORITY PLACES** are the areas where the evidence shows there are significant opportunities and commitment for continued growth:

- Ipswich and the surrounding area;
- Norwich and the Greater Norwich area;
- The Norfolk and Suffolk Energy Coast, including Bacton, Great Yarmouth, Lowestoft and Sizewell, with assets on and offshore;
- The Cambridge Norwich corridor growth – connecting two global centres of research;
- The critical east west growth corridors along the A47 from Lowestoft, Great Yarmouth to King's Lynn and the A14 Felixstowe through Ipswich, Stowmarket, Bury St Edmunds, Newmarket and Haverhill to Cambridge; and
- King's Lynn - and the A10 and rail corridor to Cambridge.

**OUR PRIORITY THEMES** are those economy wide opportunities where the evidence shows that investment and action will have greatest impact on our ambitions and how we will deliver growth in all places across Norfolk and Suffolk.

“We have agreed to focus action and investment on a clear set of priority places and themes to achieve our ambitions and targets.”

**OUR OFFER TO THE WORLD**



**DRIVING BUSINESS GROWTH AND PRODUCTIVITY**



**DRIVING INCLUSION AND SKILLS**



**COLLABORATING TO GROW**



**COMPETITIVE CLUSTERS, CLOSE TO GLOBAL CENTRES**



# OUR OFFER TO THE WORLD



Improving and communicating a clear, ambitious offer to the world is central to all our ambitions and targets and to attracting the people, investors and businesses of the future. Our economy makes a major contribution to UK plc and global markets, with internationally important strengths in clean energy, ICT, biosciences and financial industries. We have major exporters and attract a net inflow of young people and families. We have a large visitor economy attracting 5 million people a year.

## TOGETHER WE WILL:

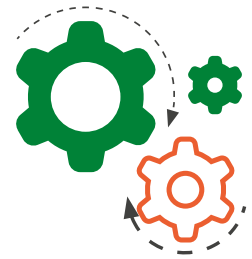
- Work across all local authorities to **integrate our inward investment and business location offer**, campaigning at scale in new markets and working with national Government.
- **Attract the highly skilled people we need**, through targeted campaigns at specific groups working with sectors and clusters to show people the opportunities that are here.
- Work together to **make sure that investment markets have the information they need** to take the decision to invest in infrastructure of all kinds.
- **Improve digital connectivity**, with a particular focus on super-fast broadband in rural areas and reliable mobile phone coverage for those travelling around the region.

- **Use consistent place branding, with an overarching offer**, supported by our unique places, culture and diversity.
- Work with Government to **ensure that the unique contribution of our energy sector is well understood and supported**.
- **Build the right kind of housing and commercial space where it is needed** and integrate utility, road, rail and green infrastructure to build the communities and places people want to live.
- **Develop a year-round visitor offer** by investing in the strategic projects such as attractions, heritage and cultural institutions that also will increase visitor spend.

*Ipswich Waterfront & The Forum, Norwich*



# DRIVING BUSINESS GROWTH AND PRODUCTIVITY



Our diverse economy is a real strength. Our work to support business will be driven by three goals – increasing investment, driving productivity and helping our firms move into new markets and products.

## TOGETHER WE WILL:

- **Re-galvanise our high-quality business support offer** to ensure it meets the changing needs of businesses adapting to new ways of working and technology. This will include leadership development, and the ecosystem firms need to share knowledge and services across sectors.
- **Enable our SMEs to grow and increase exports** by focusing grant programmes and other support on growth, innovation and productivity.
- **Lead a cross sector “trade global, supply local” campaign**, to open up supply chain opportunities for local businesses.
- **Prioritise digital and physical infrastructure projects** to support businesses to develop and provide the space that new and existing firms need to grow.
- **Set up new schemes to help high growth businesses** and make it easier to access advice and funding for commercial innovation and commercialising business and university R&D.

- **Provide improved access to finance and assisting business capability in identifying skills deficits.** We will make it easier to access these services through a new “front door” for investment funding support.
- **Establish new centres of excellence to improve productivity and innovation** providing new skills for business leaders and employees.

*Growth Hub advisor and Advanced Manufacturing and Engineering*



## DRIVING INCLUSION AND SKILLS



Our people, whether in traditional careers, micro businesses, arts and culture or supporting others in the community are central to all our ambitions and goals. We want to raise and support aspiration across all ages. We have made good progress in raising skill levels, but we want to go further and faster, particularly for those already in work. We will help our young people set their ambitions high and understand the exciting local careers available to them.

### TOGETHER WE WILL:

- The development of sector skills plans we will **produce clear statements about the skills businesses need now and in the future**, to influence providers, business investment and personal choices by new students and those already in the workforce.
- **Develop an integrated skills offer for businesses across Norfolk and Suffolk**, to make it easier for them to navigate and access the initiatives and providers that are available. We will focus particularly on long term development of technical skills in our existing workforce.

- **Prioritise capital investment on provision that will deliver the future skills our sectors and workforce need.** Taking a commissioning approach and being clear about what must be provided. We will use higher level apprenticeships and skill deals to drive innovation.
- **Prioritise leadership support for our entrepreneurs and those in new high growth businesses**, through further accelerator support, business mentorship. Providing the ecosystem that new entrepreneurs need to succeed.
- **Deliver the Youth Pledge for all our young people**, providing an integrated offer that shows and inspires young people about the opportunities that exist and provide support into employment.
- **Work with Government to establish an Institute of Technology** that builds on our strengths and meets the increasing need for higher level technical skills in key areas such as energy, engineering and manufacturing.
- **Develop new approaches and remove barriers to get people back into work**, especially for those furthest from the job markets and provide support for all into sustained employment.

“Driving skills and high-quality employment is fundamental to our goals to create a more inclusive economy, with improving wage levels, living standards and attainment.”

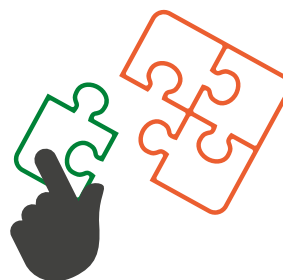


# COLLABORATING TO GROW

The competition we face does not come from within Norfolk and Suffolk. Many of the opportunities we have come from our proximity to Cambridge and London as well as global markets. The new markets and investment opportunities we seek are national and global.

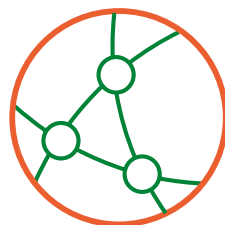
## TOGETHER WE WILL:

- **Work across sectors** to help businesses collaborate on increasingly common requirements for technical know-how and access to new markets and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics.



- **Work between public and private** to explore innovative approaches to funding and finance, driving returns on investment in infrastructure. We commit to opening up procurement and further empowering businesses through a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans.
- **Work with other regions** on regional, national and international opportunities such as transport and new nuclear.

# COMPETITIVE CLUSTERS CLOSE TO GLOBAL CENTRES



Within our business sectors, Norfolk and Suffolk have a number of recognised national and global clusters of businesses with excellent access to national and global markets and to London and Cambridge.

Each of our identified clusters has substantial further growth potential and supports high value jobs. We will support these clusters and their specialisations, working with each to ensure that the commercial opportunity they represent is fully developed and well communicated to Government and investors.

Evidence suggests businesses benefit from locating in these clusters.

## TOGETHER WE WILL:

### Develop a plan for each cluster that will:

- Encourage new companies and commercial investment.
- Establish global and national links.
- Maximise local supply chain benefits.
- Market the commercial opportunity.
- Develop the ecosystem that enables the cluster to thrive.

## CLEAN ENERGY

Our East coast energy cluster is world class, the only place in the UK where expertise and operations in oil, gas, nuclear, renewables, solar and micro generation exist in such close proximity.

## FINANCE AND INSURANCE

Two clusters, concentrated in Ipswich and Norwich. Aviva, Marsh, Willis Towers Watson, and Axa are global players in the insurance industry, who sit alongside a growing number of smaller fin-tech businesses.

## DIGITAL

At Adastral Park, near Ipswich, we have a globally significant ICT cluster and one of the world's leading Innovation Hubs in information technology, together with a fast-growing digital cluster in Norwich.

## LIFE SCIENCES AND BIOTECH

At Norwich Research Park, home to the Earlham Institute, John Innes Centre and the Quadram Institute and in Lowestoft at The Centre for Environment, Fisheries and Aquaculture Science (CEFAS), we have two major UK life science centres.

# ECONOMIC INDICATORS

To measure our success we will use eight economic indicators. Each indicator target has been developed using a robust methodology and is based on clear evidence about what is achievable and ambitious.


## GVA

TARGET: **2%** AVERAGE ANNUAL GROWTH

RESULT:  **GROW OUR ECONOMY BY £17.5BN IN REAL TERMS BY 2036**

## JOBS

TARGET: **0.5%** ANNUAL GROWTH

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

## HOUSING

TARGET: **MEET THE OBJECTIVELY ASSESSED NEED**

RESULT:  **140,000 NEW HOMES BY 2036**

## INCLUSIVE GROWTH: EMPLOYMENT RATE

TARGET: **CONSISTENTLY HIGHER THAN NATIONAL AVERAGE**

RESULT:  **A HIGHER PROPORTION OF PEOPLE ENGAGED IN THE LABOUR MARKET THAN ACROSS THE UK.**

## PRODUCTIVITY

TARGET: **1%** ANNUAL GROWTH

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

## BUSINESSES

TARGET: **2%** ANNUAL GROWTH

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

## INCLUSIVE GROWTH: MEDIAN WAGES

TARGET: **1.7%** ANNUAL GROWTH

RESULT:  **£200 MORE PER WEEK**

## INCLUSIVE GROWTH: SKILLS

TARGET: **INCREASE NVQ3+ BY 1.4% AVERAGE (OVER EACH 5 YEAR PERIOD.)**

RESULT:  **66% OF THE POPULATION WITH NVQ3+**

## MAKING IT HAPPEN

Implementation will be delivered and driven through a series of action plans covering each element of the strategy. These will be supported by the evidence base, a common investment prioritisation tool, a shared approach to inclusive growth. We will measure and review progress with all partners annually.

**This strategy will not be delivered by one partner alone or by one strand of investment or actions. The ambitions and priorities we have agreed provide the direction and strategic case for a wide range of partners to develop their own plans and interventions that contribute to achieving our shared ambitions.**

Our Economic Strategy has been developed in partnership with and endorsed by a wide range of stakeholders:

# Cabinet



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Suffolk Business Park</b>	
<b>Report No:</b>	<b>CAB/SE/17/055</b>	
<b>Report to and date:</b>	<b>Cabinet</b>	17 October 2017
<b>Portfolio holder:</b>	Alaric Pugh Portfolio Holder for Planning and Growth <b>Tel:</b> 07930 460899 <b>Email:</b> <a href="mailto:alaric.pugh@stedsbc.gov.uk">alaric.pugh@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Andrea Mayley Service Manager (Economic Development and Growth) <b>Tel:</b> 01284 757343 <b>Email:</b> <a href="mailto:andrea.mayley@westsuffolk.gov.uk">andrea.mayley@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	<p>To provide Cabinet with an update with regard to the progress on Suffolk Business Park; to agree the vision designed to meet the objective of the Council to achieve development of Suffolk Business Park; and to support further work in partnership to enable this to happen.</p> <p>This vision is needed to deliver the long term employment needs of our residents; to encourage the right mix of jobs and innovation (such as engineering, tech and high end manufacturing) to increase salary levels and aspirations.</p> <p>This action meets the Council's priority to increase opportunities for economic growth; and homes for our communities by the development of Suffolk Business Park and the construction of the Eastern Relief Road.</p>	
<b>Recommendation:</b>	<b>It is <u>RECOMMENDED</u> that Cabinet agrees the vision for Suffolk Business Park, as set out in Section 3 of Report No: CAB/SE/17/055 and supports Officers' endeavours to work with the developers/promoters and other partners to achieve this vision.</b>	



<b>Key Decision:</b> <i>(Check the appropriate box and delete all those that <b>do not</b> apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
The decisions made as a result of this report will usually be published within <b>48 hours</b> and cannot be actioned until <b>five clear working days of the publication of the decision</b> have elapsed. This item is included on the Decisions Plan.			
<b>Consultation:</b>		Ongoing consultation with both promoters at Suffolk Business Park/Suffolk Park.	
<b>Alternative option(s):</b>		The newly released commercial land at Suffolk Business Park, Bury St Edmunds has outline consent for both B1 and B8 use classes. The alternative option is to allow the market to dictate how the park is brought forward.	
<b>Implications:</b>			
Are there any <b>financial</b> implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> • Not at this stage	
Are there any <b>staffing</b> implications? <i>If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • Time and resources of existing staff to enable the project to progress	
Are there any <b>ICT</b> implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any <b>legal and/or policy</b> implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any <b>equality</b> implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
That the market is left to deliver Suffolk Business Park and only high value, low staff, low wage businesses are attracted.	Medium	Officers are looking at a range of ways to achieve the 'best outcomes' for West Suffolk.	Low
<b>Ward(s) affected:</b>		All Wards	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>			
<b>Documents attached:</b>		None	

## **Key issues and reasons for recommendation(s)**

### **1. Background**

- 1.1 The development of Suffolk Business Park (SBP) has been a long established aspiration of St Edmundsbury Borough Council (SEBC) and as such is enshrined in policy. The Vision 2031 documents confirmed the allocation of the residential, commercial land leisure/community uses along with the Eastern Relief Road (ERR) and junction 45 of the A14 Trunk Road upgrade. In June 2010 the Masterplan for the extension to Suffolk Business Park was adopted.
- 1.2 The recently completed ERR (September 2017) has opened up the 68 hectares of employment land (for B1 and B8 uses); land for about 500 homes; the Sybil Andrews Academy; Skyliner Sports Centre; and motorist facilities associated with the A14, at SBP. This land is within the parish of Rougham.
- 1.3 For a number of years the Council has been working with potential partners to put in place the necessary infrastructure to expedite the new development. The 68 hectare extension to Suffolk Business Park is in three ownerships. Taylor Wimpey UK Ltd owns approximately 35 hectares (88 acres) of the western section of the site (closest to Moreton Hall); Rougham Estate owns approximately 21 hectares (54 acres) on the eastern side of the site (adjoining Rougham Industrial Estate on two sides); and SEBC owns a strip of land close to the western edge of the site. The commercial developer Jaynic is responsible for promoting the western side of SBP on behalf of Taylor Wimpey and Churchmanor Estates Company is the commercial developer for the Rougham Estate land.
- 1.4 SEBC approved a contribution of up to £3m towards the construction of the ERR, and to the principle of entering into a development agreement with the adjacent landowners to bring forward Suffolk Business Park in order to realise a return on that investment. SEBC also agreed that 14 hectares of land at Suffolk Business Park be granted Enterprise Zone status and that a £4m loan facility be available to the developer Jaynic in order that the spine road around the Enterprise Zone could be developed.
- 1.5 At present there are several planning applications being considered including new headquarters buildings for Treatt PLC; Servest; and Festool. There are also applications for a BP petrol filling station and for two warehouses (speculative development).
- 1.6 SEBC has played a key role in enabling the infrastructure (in the form of SBP) to be in place to support the growth of the local economy and to provide local people with a variety of opportunity. The next step is for SEBC to work with developers and other partners to shape how the park will be brought forward and to maximise the potential for the benefit of all.

## **2. Evidence Base**

- 2.1 The starting point for determining what SBP needs to include if it is to maximise the benefit to local communities and the local economy is to understand the issues and challenges that currently exist. Officers have used a variety of sources to identify some key findings.
- 2.2 The evidence tells us that much of our local economy (66%) is made up of companies who are considered to be within low Gross Value Added (GVA) sectors such as service industries, hotels and hospitality, public sector etc. It would benefit the local economy if this imbalance were redressed. Suffolk Business Park will help in this.
- 2.3 Relatively speaking, Bury St Edmunds has low innovation and aspiration rates and its attainment levels (whilst better than the Suffolk average) could be improved. SEBC commissioned a study in 2014 that concluded an innovation centre would be an important addition to West Suffolk and that it should be located in Bury St Edmunds. With regard to attainment, there are several other initiatives being worked upon with West Suffolk College and Suffolk County Council to address the wider issues relating to skills. SBP is well placed to be able to support that work.
- 2.4 Our evidence shows that there is a shortage of start-up, move on and units of 20,000 sq. ft. in Bury St Edmunds. Therefore companies do not have a full range of options at each stage of their development and are often faced with relocating out of the area. We have known that there has been a shortage of available employment land in Bury St Edmunds for a long time and that SBP would be the solution. The next step is to make sure that the right spaces/opportunities are provided on the site.
- 2.5 Bury St Edmunds has a high employment rate; so there are more people contributing to the economy and fewer drawing benefits. Like anywhere though, there are hidden pockets of deprivation that do not show up on a town wide assessment. It is important not to lose sight of the need to provide for all in our communities. SBP needs to be able to provide a wide range of opportunities to maximise the benefit to all in our communities.
- 2.6 West Suffolk has an inclusive growth agenda. Many of our businesses are already engaging with schools to get young people business ready; working with our colleges including WSC on bringing apprentices on board; and developing business ready skills. This is the type of business culture we would like to promote for our area. We will encourage companies to recognise that investment in their workforce will pay dividends for them and for their staff. SEBC is willing to take an active role in helping to encourage good proactive companies and this supports our belief that West Suffolk as a place is a good place for businesses to locate to and grow.
- 2.7 Probably one of the biggest issues we face is the ratio of average earnings to average house prices. This ratio tells us how affordable our local housing is for local people. The average salary is approximately £28,000 per annum and therefore the average (semi-detached) home is 8 or 9 times the average annual income. We know that lenders are reticent to provide mortgages for more than three times an annual income. Among other initiatives to improve

affordability, it is also important for us to start to improve the average income to reduce the affordability gap.

- 2.8 Finally, the evidence shows us that without intervention the growth of Bury St Edmunds is likely to be in public services; manufacturing; finance/insurance; and logistics/distribution. With other sectors there are opportunities to increase wage levels, for example there are currently job opportunities in the Agritech sector (in Norwich) which range from £31,000 to £38,000 per annum.

### **3. Vision for Suffolk Business Park**

- 3.1 Firstly, it is important to mention that the vision this paper is seeking to promote is not a replacement for the visions set out in the local plan, the masterplan or any other documents adopted by the Local Planning Authority. This report assumes all of those documents are read and will be adhered to. Ostensibly the aim of the Local Planning Authority is to create a high quality, sustainable business park and this vision is not only completely in tune with that - it aims to build on this land use aspiration. This vision is more about what goes on within buildings and across organisations/companies in collaboration.
- 3.2 In addition to the evidence base set out above, it is important to consider the opportunities. As well as being a great place to live and work, Bury St Edmunds is located close to Cambridge, Norwich and Ipswich; and relatively speaking it is also close to London. Suffolk Business Park itself is a key asset. It is an extensive piece of employment land with easy access to the A14 Trunk Road and it is ready for development – with all of the infrastructure (utilities etc.) being in place. It is also an asset to have two commercial developers working to bring additional attention to the park with the ability to build new bespoke buildings for growing companies.
- 3.3 Bury St Edmunds is set to grow considerably over the next few years. There are five strategic residential extensions planned for the town all of which have developers working to bring them forward. The town could grow by 5,350 new homes which is over 10,000 additional people in the next few years. This is an important factor for companies looking to relocate or to expand locally.
- 3.4 Given the opportunities we have; and recognising the challenges we face; the first role of SEBC is to set a clear vision that others can sign up to. The following factors are integral to the vision we have for the park:
- A range of offer across the park – land for sale; design and build; ownership and leasehold options (including short term).
  - A range of spaces – start up (incubation); move on; units ranging in size and adaptability of uses.
  - Opportunities for larger companies to consolidate or expand into bespoke units – the creating of headquarters or regional centres.
  - Building on existing sectoral strengths (such as food, farming and Aristech) and promoting new/growing sectors such as the digital/creative sector.
  - The use of the Enterprise Zone as a catalyst for new and/or innovative



- companies – such as Treatt Plc.
- Opportunities for local people and their strengths/skills whilst also collaborating with business and education providers to promote new skills and thereby opportunities.
- Using an incubator space to facilitate collaborations between companies; to inspire young people; to provide opportunities for business support; and to create space for developing industries such as healthcare.
- Strengthening links with Cambridge and other regional centres – targeting companies who are successfully growing and understanding what role SBP can play in that growth. For example a company may prefer to locate its research and development function on one of the science parks in Cambridge but may have the opportunity to locate its manufacturing element in Bury St Edmunds. Likewise, there may be a role for SBP in supporting the growth of the supply chains that are themselves feeding growing companies.
- Improving our marketing approach, working with partners to create a clear, concise and compelling message to attract new companies to the area in support of our strengthening sectors.

3.5 Some of the above elements will be achieved by the proposed and planned developments currently being brought forward by the two developers. Others on the list above will require SEBC to be the driving force. Whilst we do not own either of the sites we believe in being strong about our aspirations for SBP and will continue to work in partnership with landowners/promoters for the site. This vision will be an important lever in providing confidence to businesses. Further, there may be opportunities for us to directly invest and thereby to take control to see the outcomes we want.

3.6 This vision is needed to deliver the long term employment needs of our residents; to encourage the right mix of jobs and innovation (such as engineering, tech and high end manufacturing) to increase salary levels and aspirations. All of this is work in progress and it will develop over time. The important thing is that SEBC is driving SBP to be the best it can.

#### **4. Conclusion**

4.1 There is no doubt that SBP will be developed. There is interest from existing companies and alternative uses. The local economy would benefit from the growth of SBP regardless of how it comes forward. However, it is the main employment allocation for Bury St Edmunds for the foreseeable future. It is therefore a precious resource and our main opportunity to influence the growth and importance of our local economy to the benefit of our local communities.

4.2 The vision set out in this document has been informed by the evidence base gathered specifically for Bury St Edmunds and also by the opportunities presented by the town and Suffolk Business Park itself. It is clear that there is a role for SEBC to influence the outcomes from the development of the park to the benefit of our local communities.



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