

Cabinet



Forest Heath
District Council

Title:	Agenda												
Date:	Tuesday 24 October 2017												
Time:	6.00 pm												
Venue:	Council Chamber District Offices College Heath Road Mildenhall												
Membership:	<p>Leader James Waters</p> <p>Deputy Leader Robin Millar</p> <table border="0"> <thead> <tr> <th>Councillor</th> <th>Portfolio</th> </tr> </thead> <tbody> <tr> <td>David Bowman</td> <td>Operations</td> </tr> <tr> <td>Stephen Edwards</td> <td>Resources and Performance</td> </tr> <tr> <td>Andy Drummond</td> <td>Leisure and Culture</td> </tr> <tr> <td>Robin Millar</td> <td>Families and Communities</td> </tr> <tr> <td>Lance Stanbury</td> <td>Planning and Growth</td> </tr> </tbody> </table>	Councillor	Portfolio	David Bowman	Operations	Stephen Edwards	Resources and Performance	Andy Drummond	Leisure and Culture	Robin Millar	Families and Communities	Lance Stanbury	Planning and Growth
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Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Quorum:	Three Members												
Committee administrator:	Sharon Turner Democratic Services Officer (Cabinet) Tel: 01638 719237 Email: sharon.turner@westsuffolk.gov.uk												

Public Information



Forest Heath
District Council

Venue:	District Offices College Heath Road Mildenhall Suffolk, IP28 7EY	Tel: 01638 719000 Email: democratic.services@westsuffolk.gov.uk Web: www.westsuffolk.gov.uk
Access to agenda and reports before the meeting:	Copies of the agenda and reports are open for public inspection at the above address at least five clear days before the meeting. They are also available to view on our website.	
Attendance at meetings:	The District Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public.	
Public speaking:	Members of the public who live or work in the District are invited to put one question or statement of not more than three minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply. A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start. There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.	
Disabled access:	The public gallery is on the first floor and is accessible via stairs. There is not a lift but disabled seating is available at the back of the Council Chamber on the ground floor. Please see the Committee Administrator who will be able to help you.	
Induction loop:	An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.	
Recording of meetings:	The Council may record this meeting and permits members of the public and media to record or broadcast it as well (when the media and public are not lawfully excluded). Any member of the public who attends a meeting and objects to being filmed should advise the Committee Administrator who will instruct that they are not included in the filming.	

Agenda

Procedural Matters

1. Apologies for Absence

2. Minutes

1 - 6

To approve as a correct record the minutes of the Cabinet meetings held on 12 September 2017 and 27 September 2017 (Extraordinary) (attached).

Part 1 - Public

3. Open Forum

At each Cabinet meeting, up to 15 minutes shall be allocated for questions from and discussion with, non-Cabinet members. Members wishing to speak during this session should if possible, give notice in advance. Who speaks and for how long will be at the complete discretion of the person presiding.

4. Public Participation

Members of the public who live or work in the District are invited to put one question/statement of not more than three minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply.

A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start.

There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.

**5. Report of the Overview and Scrutiny Committee:
14 September 2017**

7 - 10

Report No: **CAB/FH/17/047**

Chairman of Committee: Simon Cole Lead Officer: Christine Brain

**6. Report of the Anglia Revenues and Benefits Partnership
Joint Committee: 26 September 2017**

11 - 18

Report No: **CAB/FH/17/048**

Portfolio Holder: Stephen Edwards Lead Officer: Jill Korwin

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<p>7. Report of the Performance and Audit Scrutiny Committee: 21 September 2017</p> <p>Report No: CAB/FH/17/049</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Christine Brain Chairman of Committee: Louis Busuttil</p>	19 - 24
<p>8. Recommendations of Performance and Audit Scrutiny Committee: 21 September 2017 - West Suffolk Local Code of Corporate Governance</p> <p>Report No: CAB/FH/17/050</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann Chairman of Committee: Louis Busuttil</p>	25 - 28
<p>9. Report of the West Suffolk Joint Growth Steering Group: 9 October 2017</p> <p>Report No: CAB/FH/17/051</p> <p>Portfolio Holder: Lance Stanbury Chairman of the Steering Group: Alaric Pugh Lead Officer: Julie Baird</p>	29 - 32
<p>10. First Year Review of Performance of the Council's Solar Farm and Future of its Wholly Owned Company Greenheath Energy Ltd</p> <p>Report No: CAB/FH/17/052</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann</p>	33 - 42
<p>11. Norfolk and Suffolk Economic Strategy</p> <p>Report No: CAB/FH/17/053</p> <p>Portfolio Holder: Lance Stanbury Lead Officer: Andrea Mayley</p>	43 - 96
<p>12. Decisions Plan: October 2017 to May 2018 [Updated]</p> <p>Report No: CAB/FH/17/054</p> <p>To consider the most recently published version of the Cabinet's Decisions Plan</p> <p>Portfolio Holder: James Waters Lead Officer: Ian Gallin</p>	97 - 112

Cabinet



Forest Heath
District Council

Minutes of a meeting of the **Cabinet** held on
Tuesday 12 September 2017 at **6.00 pm** in the **Council Chamber, District**
Offices, College Heath Road, Mildenhall, IP28 7EY

Present: **Councillors**

Chairman James Waters

David Bowman
Andy Drummond

Stephen Edwards
Lance Stanbury

By Invitation:

Louis Busuttil

(Chairman of the Performance and
Audit Scrutiny Committee)

Simon Cole

(Chairman of the Overview and
Scrutiny Committee)

344. Apologies for Absence

Apologies for absence were received from Councillor Robin Millar.

345. Minutes

The minutes of the meeting held on 20 June 2017 were unanimously confirmed as a correct record and signed by the Chairman.

346. Open Forum

No non-Cabinet Members in attendance wished to speak under this item.

347. Public Participation

There were no questions/statements from members of the public.

**348. Report of the Overview and Scrutiny Committee: 20 July 2017
(Report No: CAB/FH/17/040)**

Councillor Simon Cole, Chairman of the Overview and Scrutiny Committee, presented this report which informed the Cabinet of the following items discussed by the Committee on 20 July 2017 and also drew relevant issues to the attention of the Cabinet:

- (1) Annual Presentation by the Lead Portfolio Holder for Housing.
- (2) Effective Member Development.
- (3) Use of Directed Surveillance Powers by the Anglian Revenues Partnership.
- (4) Work Programme Update.

It was proposed, duly seconded and with the vote being unanimous, it was

RESOLVED:

That the contents of Report No: CAB/FH/17/040, being the report of the Overview and Scrutiny Committee, be noted.

349. Report of the Performance and Audit Scrutiny Committee: 27 July 2017 (Report No: CAB/FH/17/041)

Councillor Louis Busuttil, Chairman of the Performance and Audit Scrutiny Committee, presented this report which informed the Cabinet of the following items which had been discussed by the Committee on 27 July 2017:

- (1) Balanced Scorecards Quarter 1 Performance Report 2017-2018.
- (2) West Suffolk Strategic Risk Register Quarterly Monitoring Report – June 2017.
- (3) Work Programme Update.
- (4) Internal Audit Charter.
- (5) Internal Audit Annual Report (2016-2017) and Outline Internal Audit Plan (2017-2018).
- (6) Financial Performance Report (Revenue and Capital) 2017-2018 (Quarter 1).
- (7) Annual Treasury Management Report 2016-2017 and Investment Activity (April – June 2017).

Councillor Busuttil also drew relevant issues to the attention of the Cabinet, including that recommendations emanating from Item (7) above, would be the subject of a separate report later on the Cabinet agenda.

It was proposed, duly seconded and with the vote being unanimous, it was

RESOLVED:

That the contents of Report No: CAB/FH/17/041, being the report of the Performance and Audit Scrutiny Committee, be noted.

350. Recommendations from the Performance and Audit Scrutiny Committee: 27 July 2017 - Annual Treasury Management Report 2016-2017 and Investment Activity 1 April to 30 June 2017 (Report No: CAB/FH/17/042)

Councillor Stephen Edwards, Portfolio Holder for Resources and Performance, presented this report which explained that the Cabinet was required to consider the Annual Treasury Management Report for 2016-2017 prior to seeking its approval by Council.

The report also summarised the investment activities for the year 2016-2017 and provided a summary of the investment activities for the first three months of the 2017-2018 financial year.

It was proposed, duly seconded and with the vote being unanimous, it was

RECOMMENDED TO COUNCIL: (18 October 2017)

That, subject to the approval of Council, the Annual Treasury Management Report 2016-2017, attached as Attachment 1 to Report No: PAS/FH/17/023, be approved.

351. Decisions Plan: September 2017 to May 2018 (Report No: CAB/FH/17/043)

The Cabinet considered Report No: CAB/FH/17/043, which was the Cabinet Decisions Plan covering the period September 2017 to May 2018.

Members took the opportunity to review the intended forthcoming decisions of the Cabinet. However, no further information or amendments were requested on this occasion.

352. Revenues Collection and Performance Write-Offs (Report No: CAB/FH/17/044)

Councillor Stephen Edwards, Portfolio Holder for Resources and Performance, presented this report which sought approval for the write-off of uncollectable amounts in respect of Council Tax and Business Rates.

The Portfolio Holder also referred to paragraphs 3.2 and 3.3 of the report which set out the collection rates for the National Non Domestic Rates (NNDR) and Council Tax as at 31 July 2017.

It was proposed, duly seconded and with the vote being unanimous, it was

RESOLVED:

That the write-offs of the amounts detailed in exempt Appendices 1 and 2 to Report No: CAB/FH/17/044, be approved as follows:

1. Exempt Appendix 1: Council Tax totalling £3,255.64.
2. Exempt Appendix 2: Business Rates totalling £34,339.67.

353. Exclusion of the Press and Public

See Minute Number 354. below.

354. Exempt Appendices 1 and 2: Revenues Collection Performance and Write-Offs (paras 1 and 2) (Report No: CAB/FH/17/044)

The Cabinet considered Exempt Appendices 1 and 2 to Report No: CAB/FH/17/044. However, no reference was made to specific detail and, therefore, this item was not held in private session.

The Meeting concluded at 6.12 pm

Signed by:

Chairman

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Cabinet



Forest Heath
District Council

Minutes of an extraordinary meeting of the **Cabinet** held on **Wednesday 27 September 2017** at **6.44 pm** in the **Council Chamber, District Offices**, College Heath Road, Mildenhall, IP28 7EY

Present: **Councillors**

Chairman James Waters
Vice Chairman Robin Millar

David Bowman
Andy Drummond

Stephen Edwards
Lance Stanbury

355. Apologies for Absence

No apologies for absence were received.

356. Open Forum

No non-Cabinet Members in attendance wished to speak under this item.

357. Public Participation

There were no questions/statements from members of the public.

358. A Single Council for West Suffolk: Business Case (Report No: CAB/FH/17/045)

The Cabinet received this report which principally sought endorsement of a decision made by Council in relation to approval of the business case for a Single Council for West Suffolk.

At the meeting of Council held earlier the same evening, the recommendation for the final business case for a Single Council for West Suffolk to be submitted to the Secretary of State for Local Government, was considered and approved.

However, the Department for Communities and Local Government had confirmed that it would not accept the business case unless it was accompanied with an executive decision. Further, failure to do so could increase the risk of challenge. Thus, the Cabinet was asked to independently assess the business case and determine whether it supported and approved the submission of the business case to the Secretary of State.

Delegated authority was also sought to the Chief Executive, in consultation with the Leader of the Council, to the making of minor amendments to the

business case, as requested by the Secretary of State to obtain his support to the proposal.

It was proposed, seconded and with the vote being unanimous, it was

RESOLVED:

That:-

1. The decision of the Council meeting of 27 September 2017 to submit the business case for a single Council for West Suffolk to the Secretary of State for consideration, as contained in Report No: COU/FH/17/026, be endorsed.
2. Delegated authority be given to the Chief Executive, in consultation with the Leader of the Council, to make any minor amendments to the business case as requested by the Secretary of State to obtain his support to the proposal.

(Section 14.4 of the Overview and Scrutiny Committee Procedure Rules of the Constitution states that:

'A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or public interest.'

This decision was considered to be urgent and in accordance with the aforementioned rules, the Chairman of the Overview and Scrutiny Committee had both agreed that the decision proposed was reasonable in all the circumstances and to it being treated as a matter of urgency, and therefore should be exempt from call-in. This matter had already been reported to Council (see Report No: COU/FH/17/026), together with the reasons for the urgency, which in summary related to the tight timeframe that was being worked to)

The Meeting concluded at 6.46 pm

Signed by:

Chairman

Cabinet



Forest Heath
District Council

Title of Report:	Report of the Overview and Scrutiny Committee: 14 September 2017	
Report No:	CAB/FH/17/047	
Report to and date:	Cabinet	24 October 2017
Chairman of the Committee:	Councillor Simon Cole Chairman of the Overview and Scrutiny Committee Tel: 07974 443762 Email: simon.cole@forest-heath.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	On 14 September 2017, the Overview and Scrutiny Committee considered the following items: (1) Annual Presentation by the Cabinet Member of Planning and Growth; and (2) Work Programme Update.	
Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report CAB/FH/17/047, being the report of the Overview and Scrutiny Committee.	
Key Decision: <i>(Check the appropriate box and delete all those that do not 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"/> Report for information only.	
Consultation:	<ul style="list-style-type: none"> • See Reports listed under background papers below 	
Alternative option(s):	<ul style="list-style-type: none"> • See Reports listed under background papers below 	

Implications:			
Are there any financial implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Reports listed under background papers below	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Reports listed under background papers below	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Reports listed under background papers below	
Are there any legal and/or policy implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Reports listed under background papers below	
Are there any equality implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Reports listed under background papers below	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Reports listed under background papers below			
Wards affected:		All Wards	
Background papers:		Please see background papers, which are listed at the end of the report.	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Annual Presentation by the Cabinet Member for Planning and Growth (Report No: OAS/FH/17/021 and Verbal)

- 1.1.1 The Cabinet Member for Planning and Growth, Councillor Lance Stanbury, was invited back to give an annual update on his portfolio. Report No: OAS/FH/17/021 set out the focus for the annual update.
- 1.1.2 Members discussed the presentation in detail and asked questions of the Cabinet Member and officers, to which comprehensive responses were provided.
- 1.1.3 In particular, discussions were held on Hatchfield Farm; options regarding the possible make-up of the Development Control Committee within a Single Council; planning apprentices; the A14 tech corridor; the quality of industrial units; RAF Mildenhall; re-examining commercial land; the timescale for developing a new West Suffolk Local Plan; and commercial advertising and the missed opportunity of advertising in local papers.
- 1.1.4 The Committee **RECOMMENDS that the Cabinet Member for Planning and Growth be asked to look into all aspects of commercial advertising across West Suffolk, including local newspapers.**

1.2 Work Programme Update (Report No: OAS/FH/17/022)

- 1.2.1 The Committee received Report No: OAS/FH/17/022, which updated Member on the current status of its rolling work programme of items for scrutiny during 2017-2018 (Appendix 1).
- 1.2.2 The Committee noted that the Portfolio Holder for Operations would be attending its meeting on 9 November 2017, and identified in advance a number of questions they would like the Portfolio Holder to cover in his annual update.
- 1.2.3 The Committee was also invited to observe the St Edmundsbury Overview and Scrutiny Committee's Extraordinary meeting on 25 October 2017 when the Suffolk County Council Cabinet Member for Highways and Transport would be attending to discuss how communication could be improved between the various tiers of local government for the benefit of all residents and Councillors in West Suffolk and to hear about the new Suffolk Highways Structure.

2. Background Papers

- 2.1.1 Report No: [OAS/FH/17/021](#) to the Overview and Scrutiny Committee: Annual Presentation by the Cabinet Member for Planning and Growth
- 2.1.2 Report No: [OAS/FH/17/022](#) to the Overview and Scrutiny Committee: Work Programme Update

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Cabinet



Forest Heath
District Council

Title of Report:	Report of the Anglia Revenues and Benefits Partnership Joint Committee: 26 September 2017	
Report No:	CAB/FH/17/048	
Report to and date:	Cabinet	24 October 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 07904 389982 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Jill Korwin Director Tel: 01284 757252 Email: jill.korwin@westsuffolk.gov.uk	
Purpose of report:	On 26 September 2017 the Anglia Revenues and Benefits Partnership (ARP) Joint Committee considered the following substantive items of business: (1) Highlight Report and Balance Scorecard; (2) Finance Report; (3) Joint Committee Quoracy; (4) ARP Strategic Priorities; and (5) Welfare Reform Update. This report is for information only. No decisions are required by the Cabinet.	
Recommendation:	The Cabinet is requested to <u>NOTE</u> the content of Report No: CAB/FH/17/048, being the report of the Anglia Revenues and Benefits Partnership Joint Committee.	
Key Decision: <i>(Check the appropriate box and delete all those that do not 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"/>	
Consultation:	<ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers' 	

Alternative option(s):	<ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
Implications:	
Are there any financial implications? If yes, please give details	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
Are there any staffing implications? If yes, please give details	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
Are there any ICT implications? If yes, please give details	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
Are there any legal and/or policy implications? If yes, please give details	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
Are there any equality implications? If yes, please give details	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
Risk/opportunity assessment:	<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>
See reports of ARP Joint Committee at link provided under 'Background papers'	
Ward(s) affected:	All Ward/s
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	Breckland DC Website: 26 September 2017 Supplement Papers : 26 September 2017 (Balance Scorecards)
Documents attached:	None

1. Key Issues

1.1 Operational Highlight Report and Balance Scorecards (Agenda Item 7)

(a) Operational Highlight Report

1.1.1 The Joint Committee had received and noted the Operational Highlight Report as at 31 July 2017. The report details ARP's key achievements in respect of Benefits and Fraud Performance; Revenues Performance and Support Performance, including Digital Transformation and Self-Service; External Mailing and Anglia Revenues Website. This detailed report can be viewed on Breckland District Council's website at:

<http://democracy.breckland.gov.uk/documents/s44914/ARP%20Strategic%20Managers%20Highlight%20report%20September%202017%20draft.pdf>

1.1.2 Benefits performance continues to meet profiled targets and is on course to achieve year end targets. In respect of identifying and preventing fraud in four specific areas (as outlined in the report), year end targets were on track to be exceeded, which in turn leads to an increase in Council Tax income.

1.1.3 In respect of revenues performance, this continues to meet targets in all areas with the exception of two collection areas (not West Suffolk), as summarised in the report.

1.1.4 The Enforcement Team continue to perform exceedingly well, having collected £6.6 million since the agency was established, of which £1.5 million has been collected in this financial year.

1.1.5 In addition to details on funding secured from Suffolk, Norfolk and Cambridgeshire County Councils which has enabled further recovery work to continue this financial year, the Joint Committee had noted information on the handling of single discount applications; the undertaking of annual review of Empty Homes which was taking place in order to maximise the New Homes Bonus; the changes and consequences of the National Non Domestic Rates (NDR) revaluation, which came into effect from 1 April 2017 (with an antecedent date of 1 April 2015); and the review of correspondence undertaken as part of the digital transformation programme.

1.1.6 The Joint Committee had also noted the proposed changes to the way in which customers will be able to view their Council Tax, Business Rates, benefits payments and E-billing on the ARP website. E-billing and online accounts have been introduced and customer sign-up numbers are increasing.

1.1.7 Details of changes to the external mailing company used by ARP, which was creating efficiency savings; and plans to refresh the new look website (which had been launched two years ago) had also been noted.

(b) Financial Performance

1.1.8 In respect of the financial performance report, the Joint Committee had noted

the position as at 31 August 2017, which showed a current underspend of £54,885 against budget. The reasons for the specific variances, together with other details, are contained in the report at:

<http://democracy.breckland.gov.uk/documents/s44919/ARP%20Management%20Accounts%20201718%20Q1.pdf>

- 1.1.9 An update had also been provided on committed expenditure for the Transformation Programme. The committed transformation funding is £151,469 as at 30 June 2017. It is expected that the budget will be spent by the end of the financial year. If all of the identified expenditure goes through in 2017/2018, there will be a £76,988 remaining for future projects; however it is likely this will be spent on projects this year.

In addition, Members had noted actual efficiencies identified to date against the original budget targets for 2017/2018 to 2019/2020.

(b) Balanced Scorecard

- 1.1.10 Members had noted that with the exception of two, targets had been met by all partner authorities with the majority of indicators annotated green as at 31 July 2017, as shown on the Balanced Scorecard at:

<http://democracy.breckland.gov.uk/documents/s45044/ARP%20Balanced%20Scorecard%20July%202017-18.pdf>

- 1.1.11 The above report provides further information on indicators relevant to each partner authority, which are grouped under the following headings:

- (a) **Financial:** Collection, Budget Management
- (b) **Customer:** Customer Satisfaction, Channel Shift
- (c) **Internal Process:** Collection, Fraud
- (d) **Learning and Growth:** Performance Management

1.2 **Joint Committee Quoracy (Agenda Item 8)**

- 1.2.1 The Joint Committee had considered a report which had sought approval for the number of Members required for the Joint Committee to be quorate being reduced to five out of the seven Members.

- 1.2.2 The report provides background to the establishment of the Joint Committee, the membership of which had increased over the years as the Anglia Revenues Partnership expanded to the present seven authorities.

- 1.2.3 On 17 September 2015, the Joint Committee recommended to move to a single Member representing each Council on the Joint Committee with two substitutes appointed per authority. An option for one of the substitutes to attend and take part in the debate (but not vote) was also recommended. Each partner authority subsequently resolved this recommendation.

- 1.2.4 This arrangement had been working well, however, recently meetings have needed to be cancelled due to a nominated Member and substitutes have been unable to attend.

- 1.2.5 The Joint Committee had considered a number of options to ensure future meetings are quorate, which included enabling proxy Members to be appointed for specific meetings, and subsequently **RESOLVED that:**

The number of Members for the Joint Committee meetings to be quorate be reduced from seven to five; subject to a proxy arrangement being put in place in the absence of the appointed Member and their two substitutes.

1.3 **ARP Strategic Priorities (Agenda Item 9)**

- 1.3.1 The Joint Committee had considered a report, which sought approval for strategic priorities for 2017, as set out in Appendix 1 attached to that report at:

<http://democracy.breckland.gov.uk/documents/s44916/Strategic%20priorities%20Appendix%201.pdf>

- 1.3.2 In 2012, the Joint Committee commissioned a review of ARP. That review addressed a number of questions in regard to structure and support and agreed that following key success factors for the partnership moving forward:

- Reduced net cost
- Resilience and Stability
- Flexibility
- High Quality Service

- 1.3.3 Since then, the public sector landscape has seen significant change and the Operational Improvement Board (OIB) has progressed the action agreed under the Transformation Programme to review the Vision for ARP. The report and appendix sets out refreshed and expanded strategic priorities for the partnership, building on the work done in 2012/2013, and setting a clear framework for activity in the future, including the direction of ARP Trading Limited.

- 1.3.4 The Joint Committee had noted changes since the partnership was formed, and the significant number of new issues and challenges now faced, particularly acknowledging that the overall priority was to maximise council tax and business rates income streams.

- 1.3.5 Members had recognised that the priorities detailed in Appendix 1 provide a future strategic direction and focus of the ARP, which provides a platform for the delivery of services and efficiencies. Wider communication and engagement with others on the work of the ARP had been a key topic of discussion at the meeting. Members had been informed that a communications plan was being produced, which involved marketing the Partnership and identifying ways to access future funding, including exploiting lobbying opportunities with central government.

- 1.3.6 The Joint Committee **RESOLVED that:**

The strategic priorities of the Anglia Revenues Partnership, as

detailed in Appendix 1 of the report, be approved.

1.4 **Welfare Reform (Agenda Item 10)**

1.4.1 The Joint Committee had received and noted an update on welfare reform, which included:

- (a) **Universal Credit:** The current position regarding the timeline to move to the live operation of the full service for new claimants and those where circumstances had changed were discussed. Waveney District Council, who was already operating the full service (apart from Beccles) has been experiencing difficulties, particularly with processing Council Tax Support claims; however they were not alone in this. Measures and controls have been put in place to address the issues and mitigate the risk of performance against target. St Edmundsbury was expected to roll out the full service in October 2017, with Forest Heath following in September 2018.

The programme to migrate existing Housing Benefit (and other DWP Benefit and Tax Credits) cases, has been delayed by twelve months and so will now commence in July 2019, with a corresponding delayed completion date of March 2022.

- (b) **Discretionary Housing Payment:** Spend continues to be within the grant provided by the Department of Work and Pensions (DWP), and is forecast to be closer to, but within the grant. This grant is designed to help customers remain in their homes or to move to affordable and sustainable accommodation. The main area of expenditure continues to be to assist customers with rent shortfalls, in particular due to restrictions on Housing Benefit rent levels.
- (c) **Benefit Cap:** In November 2016, the maximum family income before the Benefit Cap applies reduced from £26,000 to £20,000 (£13,400 for single adults with no children). The Benefit Service continues to work with colleagues in Customer Service and Housing Options teams to seek to avoid homelessness and the cost of temporary housing.

DWP has provided New Burdens funding to assist councils with extra administrative costs and have increased Discretionary Housing Payment grants to help customers with the reduction; however, it should be noted that the increase does not cover all reductions.

- (d) **Two Child Limit:** From April 2017, the DWP introduced legislation to restrict benefits to families having a third child from April 2017 to the two child rate. There are exceptions, such as multiple births. New claims for Universal Credit where an applicant has more than two children will be redirected to legacy benefits, i.e. housing benefit.
- (e) **Social Rented Sector Rent Restrictions:** The implementation of a cap on housing benefit and Local Housing Allowance (LHA) rates in the social rented sector has been delayed by a year, to April 2019.

1.5 **Forthcoming Issues (Agenda Item 11)**

1.5.1 No issues had been reported on this occasion.

2. Minutes

- 2.1 For further information on the discussions held at the Anglia Revenues and Benefits Partnership Joint Committee meeting on 26 September 2017, the draft minutes of the meeting may be viewed on Breckland District Council's website at the following link:

<http://democracy.breckland.gov.uk/documents/g4021/Printed%20minutes%2026th-Sep-2017%2010.00%20Anglia%20Revenues%20and%20Benefits%20Partnership%20Joint%20Committee.pdf?T=1>

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Cabinet



Forest Heath
District Council

Title of Report:	Report of the Performance and Audit Scrutiny Committee: 21 September 2017	
Report No:	CAB/FH/17/049	
Report to and date:	Cabinet	24 October 2017
Portfolio Holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01799 530325 Email: stephen.edwards@forest-heath.gov.uk	
Chairman of the Committee:	Councillor Louis Busuttil Chairman of the Performance and Audit Scrutiny Committee Tel: 01638 810517 Email: louis.busuttil@forest-heath.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	On 21 September 2017, the Performance and Audit Scrutiny Committee considered the following items: <ul style="list-style-type: none"> (1) Ernst and Young – Presentation of 2016-2017 ISA 260 Annual Results Report to those Charged with Governance; (2) West Suffolk Local Code of Corporate Governance; (3) West Suffolk Annual Governance Statement 2016-2017; (4) 2016-2017 Annual Statement of Accounts; (5) Annual Corporate and Environmental Statement 2016-2017; and (6) Work Programme Update. 	

	Separate report is included on this Cabinet agenda for Item (2) above.
Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report CAB/FH/17/049, being the report of the Performance and Audit Scrutiny Committee.
Key Decision: <i>(Check the appropriate box and delete all those that do not 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"/> Report for information only.
Consultation:	<ul style="list-style-type: none"> • See reports listed in Section 2 below.
Alternative option(s):	<ul style="list-style-type: none"> • See reports listed in Section 2 below
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers
<i>Are there any legal and/or policy implications?</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Risk/opportunity assessment:	Please see background papers.
Ward(s) affected:	Please see background papers.
Background papers:	Please see background papers, which are listed at the end of the report.
Documents attached:	None

1. Key issues and reasons for recommendation

1.1 Ernst and Young – Presentation of 2016-2017 Annual Results Report to those Charged with Governance (Report No: PAS/FH/17/024)

- 1.1.1 Prior to considering the 2016-2017 Statement of Accounts, the Committee received a presentation from Mark Hodgson (Executive Director) and Mark Russell (Assistant Manager) from Ernst and Young (EY) on the results of EY's work to date. A copy of the Audit Results Report was attached as Appendix A.
- 1.1.2 Attached at Appendix B, was a Letter of Representation on behalf of the Council, in connection with the audit and financial statement for the year 31 March 2017.
- 1.1.3 Mr Hodgson confirmed that all work on the audit of the Council's 2016-2017 financial statements had been concluded and no further errors had been identified. EY issued an unqualified opinion and certificate on 21 September 2017, stating the Council had proper arrangements in securing economy, efficiency and effectiveness in its use of resources. He drew the Committee's attention to a couple of key areas contained within Appendix A, and Members asked questions to which Mr Hodgson duly responded.
- 1.1.4 The Committee **noted** the unqualified opinion of the Financial Statements for 2016-2017, and the Value for Money Conclusions stating that the Council had proper arrangements in securing economy, efficiency and effectiveness in the use of resources (Appendix A), issued by the Auditor.
- 1.1.5 Following the resolution of the Committee, the Letter of Representation on behalf of the Council was **approved**, before the Executive Director (EY) issued his opinion and conclusion, and the Chief Finance Officer in consultation with the Chairman be given delegated authority to conclude the signing of the accounts.

1.2 West Suffolk Annual Governance Statement 2016-2017 (Report No: PAS/FH/17/026)

- 1.2.1 The Committee received Report No: PAS/FH/17/026, which sought Members' approval of the West Suffolk Annual Governance Statement (AGS) 2016-2017, attached as Appendix A, which was produced following the completion of the annual review of the council's governance arrangements.
- 1.2.2 The AGS is designed to provide stakeholders of the Council with the assurance that the Council has operated within the law and that the Council has met the requirements of the Accounts and Audit Regulations 2015.
- 1.2.3 The AGS was prepared by the Officer Governance Group and was presented as a joint statement for St Edmundsbury Borough Council and Forest Heath District Council to reflect both councils working together and sharing services across West Suffolk.

1.2.4 The Committee was advised that the West Suffolk Annual Governance Statement was presented in its usual format. Members considered the report and did not raise any issues.

1.2.5 The AGS for 2016-2017, attached as Appendix A to Report No: PAS/FH/17/026 was **approved** for signing by the Chief Executive and the Leader of the Council.

1.3 **2016-2017 Annual Statement of Accounts (Report No: PAS/FH/17/027)**

1.3.1 The Committee scrutinised the 2016-2017 Annual Statement of Accounts as contained within Report No: PAS/FH/17/027. Approval was sought for the accounts attached as Appendix A, in accordance with the powers delegated to it under the Council's Constitution.

1.3.2 The attached Statement of Accounts (Appendix A) had been amended (as appropriate) to take on board issues raised by the audit process up to the date of distribution.

1.3.3 The Committee scrutinised the draft accounts and the Members' payments and asked questions to which officers provided responses. The Committee then **resolved**: That

- 1) The 2016-2017 Statement of Accounts, attached as Appendix A to Report No: PAS/FH/17/027 be **approved** in accordance with the powers delegated to it under the Council's Constitution.
- 2) The Chairman of the Performance and Audit Scrutiny Committee signs the certification of the 2016-2017 Statement of Accounts on behalf of the Committee.
- 3) The Chief Finance Officer, in consultation with the Portfolio Holder for Resources and Performance, be given delegated authority to make any presentational and non-material changes to the Statement of Accounts that may be required up to the date of publication.

1.4 **Annual Corporate Environmental Statement 2016-2017 (Report No: PAS/FH/17/028)**

1.4.1 The Committee received and **noted** Report No: PAS/FH/17/028, which set out the Annual Environmental Statement covering environmental performance in 2016-2017 (Appendix A). The Statement covered the operations of both Forest Heath District Council and St Edmundsbury Borough Council and the leisure trusts in West Suffolk in respect of energy and water consumption and renewable energy regeneration.

1.4.2 It was brought to the Committee's attention that officers had started a review of key targets, in particular with respect to Greenhouse Gas emissions, in the light of wider discussion with other public sector partners. The outcome of the review and any recommended changes would form part of the future corporate planning process. There were ongoing resource implications to

deliver this work with environmental improvement generally delivering financial returns through reduced resource use. These continue to be reviewed and considered in the light of the Council's Medium Term Financial Strategy.

- 1.4.3 The Committee scrutinised the West Suffolk Environmental Statement 2016-2017, and did not raise any issues. However, members noted the good new story that the Council was now "carbon neutral".

1.5 **Work Programme Update (Report No: PAS/FH/17/029)**

- 1.5.1 The Committee received its Work Programme which provided information on current items scheduled to be presented to the Committee during 2017-2018.

- 1.5.2 The Committee was informed of minor changes to its work programme in that EY would now be presenting the "Annual Certification Report 2016-2017" and the "External Audit Plan and Fees 2017-2018 and 2018-2019 Indicative Fees" to its January 2018 meeting, instead of May 2018.

- 1.5.3 There being no decision required, the Committee **noted** its Work Programme for 2017-2018.

2. Background Papers

- 2.1.1 Report No: [PAS/FH/17/024](#), [Appendix A](#) and [Appendix B](#): Ernst and Young – Presentation of 2016-2017 Annual Results Report to those Charged with Governance
- 2.1.2 Report No: [PAS/FH/17/026](#) and [Appendix A](#): West Suffolk Annual Governance Statement 2016-2017
- 2.1.3 Report No: [PAS/FH/17/027](#) and [Appendix A](#): 2016-2017 Annual Statement of Accounts
- 2.1.4 Report No: [PAS/FH/17/028](#): Annual Corporate Environmental Performance 2016-2017
- 2.1.5 Report No: [PAS/FH/17/029](#): Work Programme Update

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Forest Heath
District Council

Cabinet

Title of Report:	Recommendation of the Performance and Audit Scrutiny Committee: 21 September 2017 – West Suffolk Local Code of Corporate Governance	
Report No:	CAB/SE/17/050	
Report to and date:	Cabinet	24 October 2017
	Council	20 December 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01799 530325 Email: stephen.edwards@forest-heath.gov.uk	
Chairman of the Committee:	Councillor Louis Busuttil Chairman of the Performance and Audit Scrutiny Committee Tel: 01638 810517 Email: louis.busuttil@forest-heath.gov.uk	
Lead Officer:	Rachael Mann Assistant Director (Resources and Performance) Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	Following the re-issue of the CIPFA guidance for local authorities, officers have developed a revised Local Code of Corporate Governance (Appendix A). The views of the Performance and Audit Scrutiny Committee were sought on the draft Code, before being presented to Cabinet and to Council for approval.	
Recommendation:	It is <u>RECOMMENDED</u> that, subject to the approval of Council, the West Suffolk Local Code of Corporate Governance, attached as Appendix A to Report No: PAS/FH/17/025, be approved.	

Key Decision: <i>(Check the appropriate box and delete all those that do not 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"/>	
Consultation:		• See Report No: PAS/FH/17/025	
Alternative option(s):		• See Report No: PAS/FH/17/025	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/17/025	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/17/025	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/17/025	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/17/025	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/17/025	
Risk/opportunity assessment: <i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>			
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Report No: PAS/FH/17/025			
Wards affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Key Issues

1.1.1 In 2016, CIPFA / Solace updated their guidance to local authorities on developing their Corporate Governance Frameworks. They strongly advocate the production of a local Code of Corporate Governance, so that local authorities can review and account for their own individual arrangements to effectively discharge their functions, and demonstrate their own compliance with good practice.

1.1.2 The Local Code of Corporate Governance was last produced jointly by Forest Heath and St Edmundsbury Councils in 2013. Following the updating of the CIPFA / Solace guidance, it is now time for the Councils to again review their Code, making sure it is effective, transparent and relevant.

1.2 Local Code of Corporate Governance

1.2.1 The Councils' previous Code closely adhered to the principles, and sub-principles contained within the CIPFA framework. Recognising the emphasis within the framework on local arrangements, the revised Code has a greater emphasis on how Forest Heath and St Edmundsbury practically apply the principles and comply with good practice. The Code reiterates our firm commitment to continually review our compliance with good practice, and openly report the outcomes of this work.

1.2.2 In order to produce the proposed draft Code of Corporate Governance, attached at Appendix A, an officer group, including representatives from key services (audit, legal, policy, finance and performance) have reviewed the Councils' existing governance arrangements at a detailed level, and then evaluated how the arrangements should be demonstrated within the local code. The Code has also been assessed by the Council's Leadership Team.

1.3 Performance and Audit Scrutiny Committee

1.3.1 The Performance and Audit Scrutiny Committee reviewed the revised West Suffolk Local Code of Corporate Governance and has put forward recommendations as set out on page one of this report, where it believes the Code can be strengthened.

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Cabinet



Forest Heath

District Council

Title of Report:	Report of the West Suffolk Joint Growth Steering Group: 9 October 2017	
Report No:	CAB/FH/17/051	
Report to and date:	Cabinet	24 October 2017
Portfolio Holder:	Councillor Lance Stanbury Portfolio Holder for Planning and Growth Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk	
Chairman of the Steering Group:	Councillor Alaric Pugh Chairman of the West Suffolk Joint Growth Steering Group Tel: 07930 460899 Email: alaric.pugh@stedsbc.gov.uk	
Lead officer:	Julie Baird Assistant Director (Growth) Tel: 01284 757613 Email: Julie.baird@westsuffolk.gov.uk	
Purpose of report:	On 9 October 2017, the West Suffolk Joint Growth Steering Group considered the following items: <ul style="list-style-type: none"> (1) Growth Priorities – Evidence Base. (2) Future Housing Delivery Options. (3) Planning Technical Guidance Note: Minimum Space Standards. (4) Response to Hargrave Neighbourhood Plan: Pre-Submission Version 2017-2031. (<i>The recommendations from this item have been referred for consideration to the St Edmundsbury Borough Council Cabinet only</i>) (5) Work Programme 2017/2018 and Terms of Reference. 	

Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report No: CAB/FH/17/051, being the report of the West Suffolk Joint Growth Steering Group.		
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input checked="" type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>		
Consultation:	See Reports listed under background papers below		
Alternative option(s):	See Reports listed under background papers below		
Implications:			
<i>Are there any financial 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 staffing 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 ICT 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 legal and/or policy 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 equality implications? If yes, please give details</i>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	See Reports listed under background papers below
Risk/opportunity assessment: <i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>			
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Reports listed under background papers below			
Background papers: <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	
Documents attached:		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



Forest Heath
District Council

Title of Report:	First Year Review of Performance of the Council's Solar Farm and future of its wholly owned Company Greenheath Energy Ltd	
Report No:	CAB/FH/17/052	
Report to and date:	Cabinet	24 October 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources & Performance Tel: 01799 530325 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Rachael Mann Assistant Director (Resources and Performance) Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	To report on performance since the purchase of Toggam Solar farm in July 2016 and to seek approval of the following: (i) a request for small company audit exemption. (ii) Support on the future status of Greenheath Energy Ltd	
Recommendation:	It is <u>RECOMMENDED</u> that subject to full Council: 1. Note the First Year Review of Performance of the Council's Solar Farm. 2. Forest Heath District Council as the shareholder of Greenheath Energy Ltd agree to the small company audit exemption being applied and the Council give financial guarantee over Greenheath Energy Ltd; and 3. Forest Heath District Council as the shareholder of Greenheath Energy Ltd support the Directors to apply to strike off	

Greenheath Energy Ltd on their behalf.			
Key Decision: <i>(Check the appropriate box and delete all those that do not 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"/>		
Consultation:	The directors of Greenheath Energy Ltd, S151 and monitoring officer and portfolio holder for Resources and Performance		
Alternative option(s):	The Company could continue to be in existence, however it is likely to remain dormant and will continue to demand support of its Directors and Officers through the filing of accounts, returns and inclusion in the Councils own statement of accounts.		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • As set out in this report		
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> A decision is required with respect to the status of Greenheath Energy Ltd following the hive off of Toggam Solar Farm to Forest Heath District Council.		
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Risk/opportunity assessment: <i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>			
Risk area [may change to be linked to the decisions]	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
The cost of an external audit of Greenheath Energy Ltd is disproportionate to the value it brings to the councils accounts	Medium	Members to consider support of the small audit exemption	Low
The company is left dormant and draws resources from Forest Heath DC for little future value	Medium	Members to consider future of company and proposed strike off	Low
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Report No: CAB/FH/14/010 (Developing a Community Energy Plan) - Cabinet: 9 December 2014 Extraordinary Council: 6 August 2015: (Exempt Report No: COU/FH/15/026) Extraordinary Council: 25 August	

	2015 : (Exempt Report No: COU/FH/15/027)
Documents attached:	Appendix 1 - Greenheath Energy Ltd - Audit Requirements

1. Key issues and reasons for recommendation(s)

1.1 Background

1.1.1 At its meeting on 27 February 2015, Full Council resolved that,

- The development of a West Suffolk Community Energy Plan, be supported; and
- Appraisal of other energy-related options set out in the report (CAB/FH/14/010) with a view to receiving further investment proposals, be supported.

1.1.2 One of the options discussed in the report was the Council developing its own or buying a solar farm. The benefits of this option included providing the Council with significant long term, stable revenue along with the additional potential opportunities to use some of the electricity in its own and partners' buildings through an arrangement called "sleeving", or sell the electricity to its residents.

1.1.3 As part of the Community Energy Plan's identified opportunities, the Council became aware of a commercial opportunity to buy a fully operational solar farm at Toggam Farm, Lakenheath.

1.1.4 A comprehensive pre-acquisition due diligence process was undertaken to confirm the legal, commercial and technical soundness for investment. In September 2015, the Council approved, subject to conditions being met, the acquisition of the solar farm development company, Greenheath Energy Ltd, incorporating Toggam Solar Farm, a 12.4 MW solar farm in Lakenheath with a purchase price of £14.5 million. The acquisition took place at the end of July 2016, with the Council taking ownership of what is still one of the largest local authority-owned solar farms in the UK.

1.1.5 The solar farm covers 17.5 hectares (43 acres), features 47,748 solar panels, over 300 inverters and 189 miles of cabling. The electricity generated at the site is supplied into the national grid and made available to the wholesale electricity market. This value is augmented by generating benefits that are derived from the state. Toggam Solar is accredited with the energy regulator (Ofgem) and entitled to receive, for a period of 20 years following accreditation, renewable obligations certificates ("ROCs") for each megawatt hour of power produced which are redeemed by holders for a monetary entitlement.

1.1.6 The electricity and ROCs are sold in accordance with a Power Purchase Agreement (PPA) to a licensed energy supply company via the grid. When the Council purchased Greenheath Energy Ltd, the solar farm was operating under a one year PPA with OPUS Energy with a total (power sales and ROC) value of £77.12 per MWh which ran to the end of March 2017.

1.1.7 FHDC entered into a new 12 month PPA with a value of £104 per MWh which will run to the end of March 2018. This PPA was achieved using the renewable energy auction platform E-POWER, with OPUS Energy being the successful bidder.

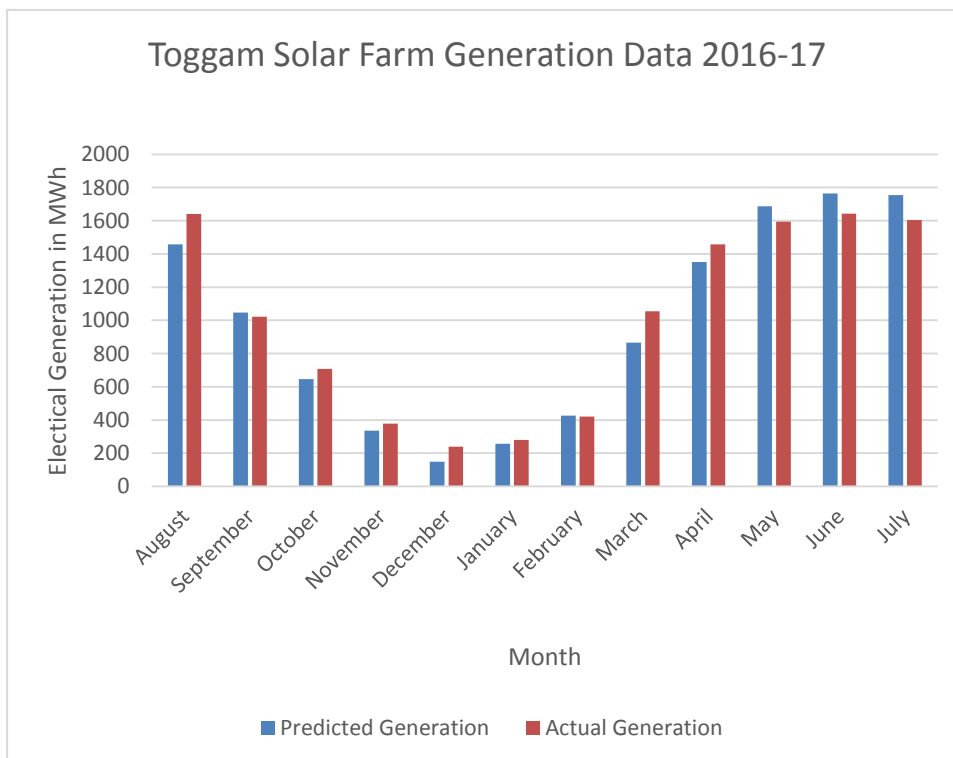
1.1.8 The financial business case for the acquisition of the solar farm at Toggam Farm, predicted a net revenue benefit (after allowing for the capital outlay to be recouped) at around £300k for the first year, raising each year of the 25 year project.

2. Year 1 performance

2.1 The data below sets out the performance of the site during the first 12 months of ownership to the end of July 2017.

2.2 Overall, the site has outperformed the modelled performance data for this period. It was predicted that the site would produce 11,737MWh of electricity, but the actual generation was 12,039MWh, an uplift of 2.51%. The solar farm generation is enough electricity to power around 3,000 homes and offset CO2 emissions from 2,000 cars.

2.3 This has resulted in a net benefit of £308k (compared to a predicted £300k net benefit) to be re-invested into the delivery of much valued district wide services. The total income for the project reached £1,183,457 for the first year, compared to a predicted total income of £1,144,000 for the same period. These income totals are before allowing for the sites operational costs and the capital outlay to be recouped.



2.4 The site has an Operational and Maintenance (O&M) contract in place, which is currently delivered by Greenheath Ltd and the solar contractor which built the farm, Greencells. The Council receives a monthly report highlighting all performance and operational issues, as well as details on the bi-annual preventive maintenance work. To assist with the ground maintenance, sheep are now grazing on the land. This initial O&M contract covers the first three years of operation so work will begin in 2018 to procure the next contract.

2.5 The site is currently covered by an Engineering, Procurement and Construction

(EPC) contract in relation to the design, supply, installation, testing and commissioning of the solar farm and associated connection to the local power grid. This contract ensures the site performs to a guaranteed standard specified within the contract and covers the first two years of operation.

- 2.6 In line with the EPC contract, the site is currently being independently tested under the first year 'Interim Acceptance Test', with a further test in 12 months' time (the 'Final Acceptance Test'). The Council has retained the technical consultants, Fichtner Consulting, used during the pre-acquisition due diligence, to conduct and verify these acceptance tests. Should the results of testing show that the site is not meeting performance standards set out in the contract, the Council may claim liquidated damages from the contractor although at this time operational performance monitoring has shown that the site has been performing above the contract standards.
- 2.7 Having recently conducted some market engagement, it appears the value of the electricity for March 2018 PPA will be similar to the current rate of £104 per MWh. Ultimately the value of the electricity is determined by the market, although the value of the ROCs are generally linked to consumer prices indexation. Work will shortly begin on procuring the next PPA agreement.
- 2.8 The first year of ownership of Toggam Solar has seen its successful introduction into the Council's asset portfolio. Officers will continue to manage the site with the purpose of ensuring that the solar farm continues to meet expected performance. Furthermore, officers are already working on ways to uplift the value of the asset with any proposals being the subject of future reports.

3. Greenheath Energy Ltd Financial Performance

- 3.1 Following advice of the specialist legal advisors retained as part of the pre-acquisition due diligence, Eversheds Sutherland, the commercial advisors, PwC, and in discussion with the Councils Section 151 officer, then Monitoring Officer, and the Directors of Greenheath Energy Ltd, the solar farm and its associated lease, contracts and rights were hived off (transferred) to Forest Heath District Council from its wholly owned company Greenheath Energy Ltd. The hive up was completed and backdated to the date that Forest Heath District Council purchased Greenheath Energy Ltd, being the 29th July 2016.
- 3.2 A copy of the final statement of accounts for the period up to 29th July 2016 can be found at the following link to companies House <https://beta.companieshouse.gov.uk/company/07611773>.
- 3.3 The only value currently sitting within Greenheath Energy Ltd accounts is from the intercompany loan created as a result of the hive up outlined in 3.1 above.

4. Next steps – Small Company Audit Exemption

- 4.1 Since the Council purchased Greenheath Energy Ltd in July 2016, the appointed Directors have undertaken their fiduciary duties in the interests of the company and its shareholder, the Council. This has included submission of company reports to Companies House and Value Added Tax and Corporation Tax reports to Her Majesty's Revenue & Customs.
- 4.2 As a standalone company, Greenheath Energy Ltd would be subject to the

small company exemption from an external audit as whilst they have the intercompany asset balance, their turnover is less than £10m and they have less than 10 employees (they have no employees).

4.3 In order for small company audit exemption to be applied, the following conditions are needed to be satisfied by a company: that

- the shareholders agree that an audit is not required by them;
- the Directors acknowledge in the statement of accounts their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts; and
- the accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

4.4 Entitlement to this general small company audit exemption changed when the company was purchased by Forest Heath District Council. As a subsidiary of Forest Heath, it is only exempt from audit now where it meets the requirements under s.479A-C of the Companies Act 2006. The table attached at appendix 1 benchmarks Greenheath Energy Ltd against the criteria.

4.5 To allow Greenheath Energy to continue to be entitled to the small company audit exemption (whilst it is still a live company) and in line with Directors' proposals and having consulted with the Section 151 Officer and Monitoring Officer, it is proposed that the Council, as the shareholder, agrees to the small company audit exemption being applied and the Council give financial guarantee over Greenheath Energy Ltd and its liabilities.

5. Next steps – The future of Greenheath Energy Ltd

5.1 Now that the solar farm sits within the direct control of Forest Heath District Council, Greenheath Energy Ltd is not actively trading. Advice has been sought from legal colleagues on the options for Greenheath Energy Ltd following the hive up. This advice has also taken into consideration that the company had been trading under different ownership with Articles of Association established for its original purpose, which are now less likely to suit the future needs of the Council as current shareholder, and the fact that the company does not have any value other than the intercompany loan created as a result of the hive up referred above. The key options comprise:

Option	Implication
Retain the company in its current form with the Council as the sole shareholder and leave dormant	Although the company is effectively dormant, there is still a degree of filing required with Companies House and the company's Articles of Association will need to be rewritten to support its purpose and how it operates.
Retain the company in its current form with the Council as the sole shareholder and use as a delivery vehicle for future energy activities	The Company has previously traded under different ownership and was one of a group of companies the remainder of which are still privately owned. The Articles of Association were established for its original purpose, and are now less likely to

	suit the future needs of the Council as current shareholders. It is also very straight forward to set up a company with a small set up fee required, the Articles of Association would be fit for purpose and the company's history would be clean.
Selling the company	Necessary work will be required to close the intercompany loan. Then as a dormant company with no assets, the company has very little value to sell. Further, the company's history is not clean in that it was a private company (part of a group of companies) and then a company wholly owned by the Council.
Dissolving the company	Necessary work will be required to close the intercompany loan and then the Directors apply to strike off the company on the shareholders behalf.

- 5.2 Consideration has been given to the need for, and the steps that need to be taken to establish, a special purpose vehicle to deliver current and future energy-related business for the Council. Officers' views at this time are that it would be more prudent and relatively straight forward to set up a new vehicle at the time of need and designed for the required purpose than to use Greenheath Energy Ltd.
- 5.3 Therefore, based on the advice received (and with the support of the Council's S151 and Monitoring Officer) and work that has been undertaken to ensure that there are no residual liabilities sitting within the company, the Directors recommend that they apply to strike off the company on the shareholders' behalf, once the intercompany loan has been removed and any residual proceeds, assets or liabilities are transferred to Forest Heath District Council.

Appendix 1

Greenheath Energy Ltd – Audit Requirements

As a subsidiary of Forest Heath, it is only exempt from audit where it meets the requirements under s.479A-C of the Companies Act 2006. The table below benchmarks Greenheath Energy Ltd against the criteria:

Criteria	Greenheath Energy Ltd
It must not meet any of the criteria in s.479B of the Companies Act 2006 which would require the company to have an audit	Greenheath Energy Ltd does not meet any of the criteria
The company must be a subsidiary	Greenheath Energy Ltd is wholly owned by Forest Heath DC and thus is a subsidiary
The Parent must be established under the law of an EEA country	Forest Heath DC was established by the Local Government Act 1972
The Subsidiary shareholders must agree to the exemption being applied	It is expected the shareholders would be willing to do so (but the shareholders are, in effect, Forest Heath so this potentially needs to be made at a full council meeting)
The Parent company must give a guarantee in respect of the financial year ¹	This again would need to be passed by shareholders, i.e. Forest Heath, but this should not present issue due to the limited liabilities
The Subsidiary must be consolidated into the Parent Company's accounts for the relevant financial year which are prepared under IFRS	Forest Heath will prepare group accounts including Greenheath Energy Ltd which are compliant with IFRS
The Parent must disclose within the consolidated account notes that the subsidiary is exempt from audit under s.479A of the Companies Act 2006	Forest Heath will include a disclosure within its group accounts
When filing its accounts with Companies House, the subsidiary must include: <ul style="list-style-type: none"> • Written confirmation that the members of the company have agreed to the exemption; • The Parent company's guarantee • The Parent company's group accounts • The auditor's report on the group accounts • The annual report within the accounts of the parent company 	This can be included with the Companies House filing – all of the information relating to Forest Heath DC would be public information.

¹This requires that Forest Heath DC would guarantee any outstanding liabilities at year end of Greenheath Energy Ltd

On the basis of the above, subject to the necessary guarantees and agreements being provided, we do not consider that Greenheath Energy Ltd should require an external audit of its accounts.

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Cabinet



Forest Heath
District Council

Title of Report:	Norfolk and Suffolk Economic Strategy	
Report No:	CAB/FH/17/053	
Report to and date:	Cabinet	24 October 2017
Portfolio holder:	Councillor Lance Stanbury Portfolio Holder for Planning and Growth Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk	
Lead officer:	Andrea Mayley Service Manager (Economic Development and Growth) Tel: 01284 757343 Email: andrea.mayley@westsuffolk.gov.uk	
Purpose of report:	To enable Cabinet to endorse the content of the Norfolk and Suffolk Economic Strategy and the proposed next steps for West Suffolk.	
Recommendations:	<p>It is <u>RECOMMENDED</u> that Cabinet:</p> <p>(1) agrees to endorse the Norfolk and Suffolk Economic Strategy, as contained in Appendix A to Report No: CAB/FH/17/053, as guidance to support the strategy for growth in West Suffolk; and</p> <p>(2) agrees the next steps for the delivery of outcomes for West Suffolk communities, as set out in Section 3 of Report No; CAB/FH/17/053.</p>	
Key Decision: <i>(Check the appropriate box and delete all those that do not 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>	
<p><i>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</i></p>		

<i>Decisions Plan.</i>			
Consultation:		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.	
Alternative option(s):		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.	
Implications:			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • Time and resources of existing staff to deliver on the agreed strategy.	
Are there any ICT implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any legal and/or policy implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any equality implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (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
Ward(s) affected:		All Wards	

Background papers: <i>(all background papers are to be published on the website and a link included)</i>	None
Documents attached:	Appendix A: Norfolk and Suffolk Economic Strategy. Appendix B: Norfolk and Suffolk Economic Strategy Executive Summary.

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.

2. Norfolk and Suffolk Economic Strategy

- 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.

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

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.

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

Based upon the evidence we and others have gathered, we understand that

3.26 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.

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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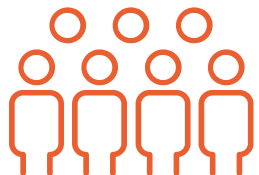
OUR POTENTIAL

 **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



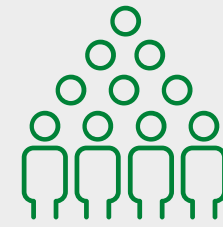
CONTRIBUTES
£35.5BN
TO UK PLC

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

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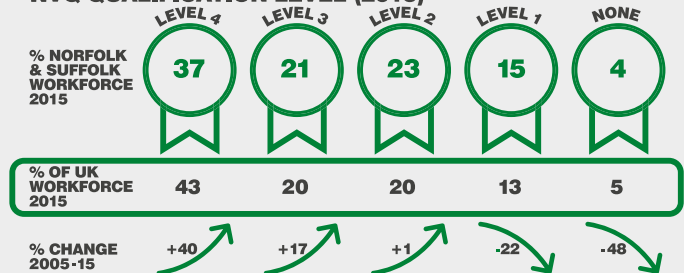
SECOND-FASTEST
GROWING AREA FOR
HIGH-GROWTH FIRMS IN UK

62% SINCE 2012 COMPARED TO
32% UK AVERAGE

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



NVQ QUALIFICATION LEVEL (2015)

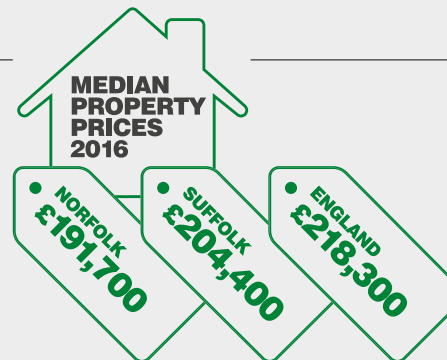


AVERAGE ANNUAL
IMPROVEMENT IN
PRODUCTIVITY SINCE
2009 IS

0.04%
COMPARED WITH 2.2% 1981-2008



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.

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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.

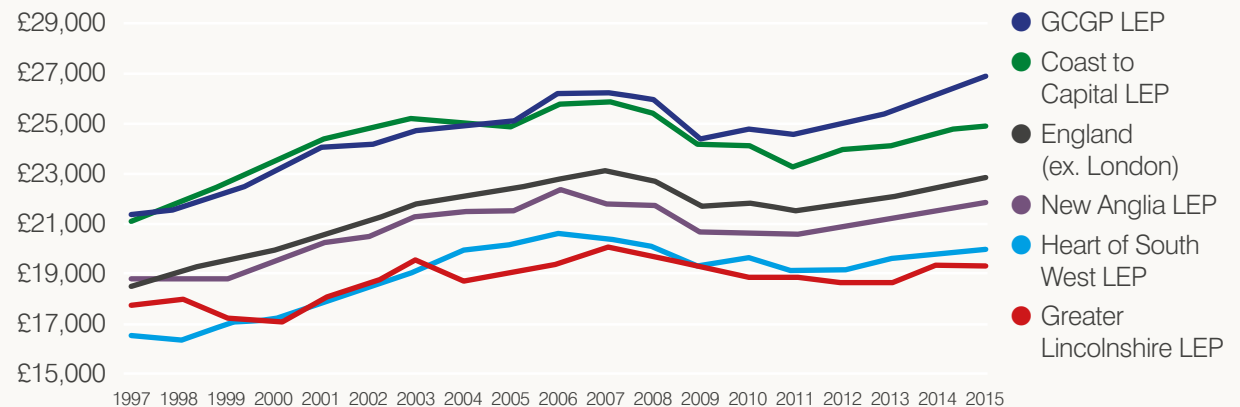
The insurance and financial sector continues to be competitive strength for the area, despite declines in the UK as a whole. The sector remains stronger here than the UK average, with important centres in

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



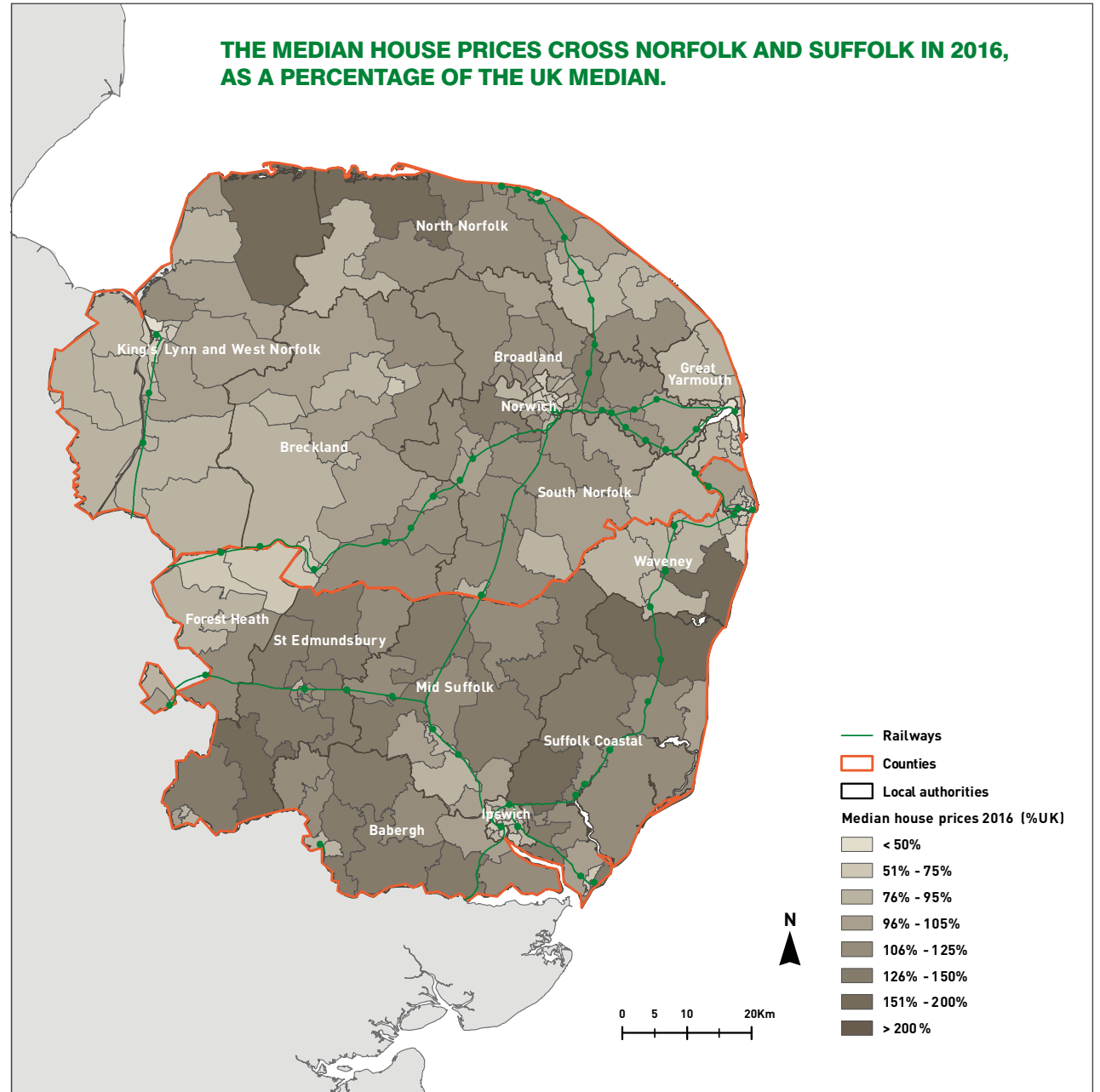
HOUSING AND COMMERCIAL PROPERTY:

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

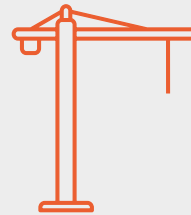
markets and are influenced by different factors, with Felixstowe's main competitors the international gateways of Southampton and London Gateway. **Great Yarmouth** and **Lowestoft ports** have a more regional focus relating to the offshore energy sector.

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.



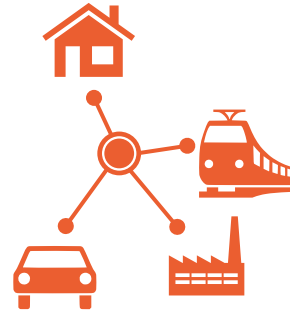
OUR AMBITIONS

WE WANT NORFOLK AND SUFFOLK TO BE:

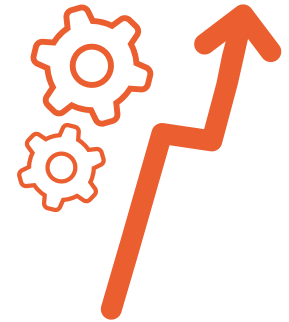
The place where high growth businesses with aspirations choose to be, with excellent sites to locate, grow and innovate, with easy access to support and finance. This will drive business growth, jobs growth and GVA.



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.



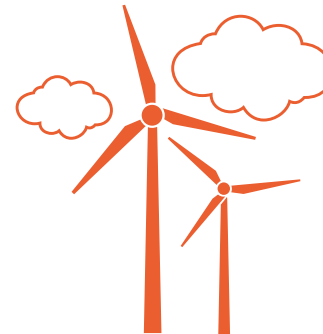
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An international facing economy with high value exports, where our sectors are producing and exporting more value-added goods and services entering new global markets capitalising on new trade links to other economies. This will drive exports and GVA.



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

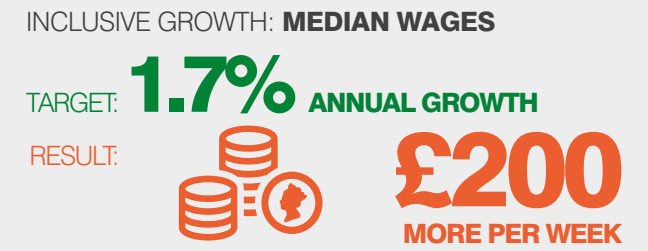
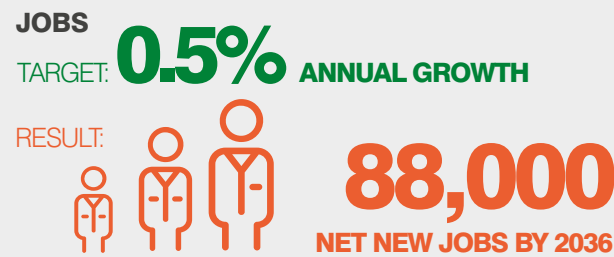
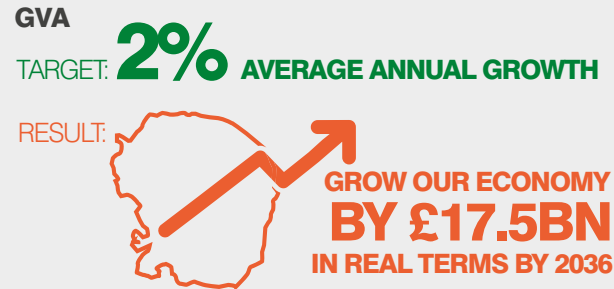
The ambitions will be achieved through action and investment in the themes and places in this strategy. To measure our success we will use eight economic indicators. These are GVA, productivity, jobs, businesses, housing, median wage, employment rate and skills. We have set targets for our eight economic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

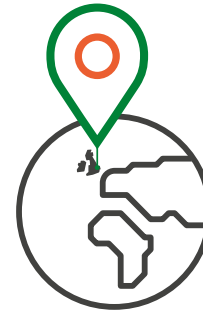
OUR OFFER TO THE WORLD

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.

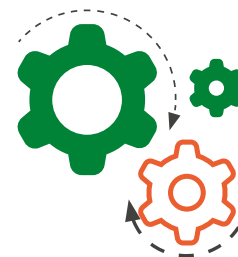
Culture Drives Growth, the cultural strategy for the East, developed by businesses within the sector, sets out the important contribution that arts and culture make to Norfolk and Suffolk, not just economically, but also in asserting that our two counties creative and entrepreneurial. Outlining a clear 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**

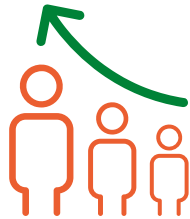
We will integrate investment in skills, infrastructure, housing, innovation and business support to provide the conditions that both new and enabling businesses need to thrive and grow. And the public sector is committed to empowering businesses through planning, housing and infrastructure. Micro business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

“ 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.”

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.

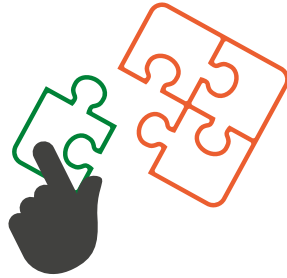
This will work in partnership with providers and industry to provide pathways for young people through to careers in all aspects of the aviation industry, which is facing a global skills shortage. This offer will be extended to ages 8-18 to embed skills into the academic learning process with a linked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



Official opening of the Aviation Academy, Norwich

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.

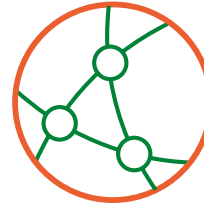




*Aviva, Norwich
and Offshore in
Norfolk and Suffolk*

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

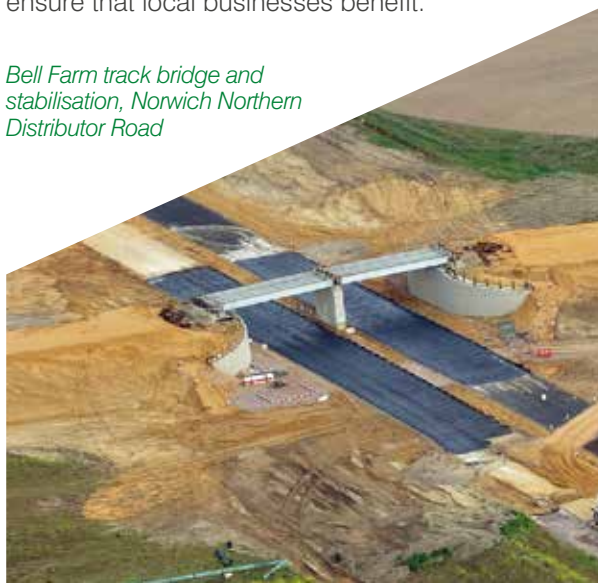
Norwich and Greater Norwich, which covers the city and the districts of South Norfolk and Broadland, has seen substantial economic growth over the last five years. The Greater Norwich area has the highest GVA per head of Norfolk and Suffolk districts and the highest percentage of residents with NVQ4+ 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

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THE > EAST

NORFOLK AND SUFFOLK ECONOMIC STRATEGY

A STRATEGY FOR
GROWTH AND OPPORTUNITY
EXECUTIVE SUMMARY



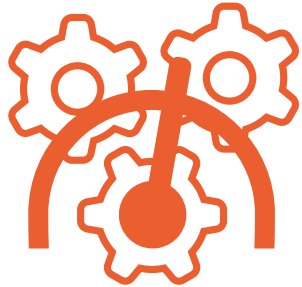
OUR POTENTIAL

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

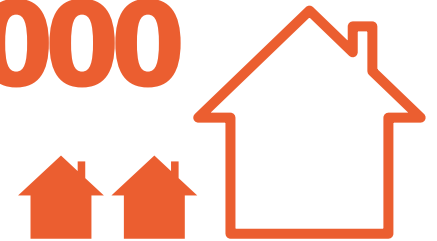
88,000

NET NEW
JOBS BY 2036

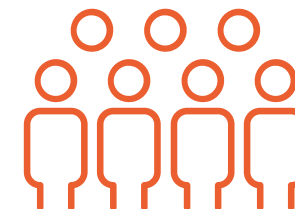


140,000

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



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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.



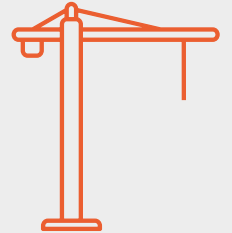
TRANSPORT, FREIGHT AND LOGISTICS

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



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:

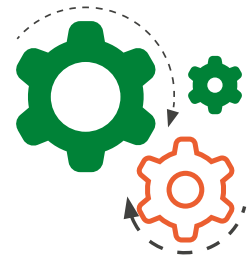
- Work across all local authorities to **integrate our inward investment and business location offer**, campaigning at scale in new markets and working with national Government.
- **Attract the highly skilled people we need**, through targeted campaigns at specific groups working with sectors and clusters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

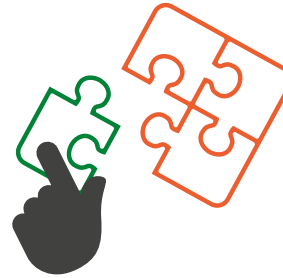
“Driving skills and high-quality employment is fundamental to our goals to create a more inclusive economy, with improving wage levels, living standards and attainment.”

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.

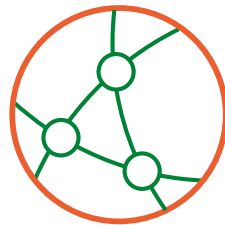
TOGETHER WE WILL:

- **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:



Forest Heath District Council

Report No: CAB/FH/17/054

[UPDATED] Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 October 2017 to 31 May 2018

Publication Date: 25 September 2017

The following plan shows both the key decisions and other decisions/matters taken in private, that the Cabinet, Joint Committees or Officers under delegated authority, are intending to take up to 31 May 2018. This table is updated on a monthly rolling basis and provides at least 28 clear days' notice of the consideration of any key decisions and of the taking of any items in private.

Executive decisions are taken at public meetings of the Cabinet and by other bodies provided with executive decision-making powers. Some decisions and items may be taken in private during the parts of the meeting at which the public may be excluded, when it is likely that confidential or exempt information may be disclosed. This is indicated on the relevant meeting agenda and in the '*Reason for taking the item in private*' column relevant to each item detailed on the plan.

Members of the public may wish to:

- make enquiries in respect of any of the intended decisions listed below;
- receive copies of any of the documents in the public domain listed below;
- receive copies of any other documents in the public domain relevant to those matters listed below which may be submitted to the decision taker; or
- make representations in relation to why meetings to consider the listed items intended for consideration in private should be open to the public.

In all instances, contact should be made with the named Officer in the first instance, either on the telephone number listed against their name, or via email using the format firstname.surname@westsuffolk.gov.uk or via Forest Heath District Council, District Offices, College Heath Road, Mildenhall, Bury St Edmunds, Suffolk, IP28 7EY.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
10/10/17	<p>General Data Protection Regulation (GDPR)</p> <p>Councillors will be updated on the implications of the new Data Protection rules which will be effective from May 2018; be asked to designate a Data Protection Officer (DPO) under the new Regulations and approve initial additional resources for the implementation of the new requirements.</p>	Not applicable	(KD)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Alex Wilson Director 01284 757695	All Wards	Report to Cabinet.
24/10/17	<p>Suffolk Pilot Scheme for 100% Business Rates Retention 2018/2019: Business Case</p> <p>The Cabinet will be asked to consider a proposed business case for participating in a Suffolk-wide pilot scheme for the retention of 100% business rates in 2018/2019. This will also be considered by St</p>	Not applicable	(KD)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Edmundsbury Borough Council's Cabinet.							
24/10/17	<p>New Anglia Local Enterprise Partnership - Strategy for Growth and Opportunity</p> <p>The Cabinet will be asked to endorse the content of New Anglia Local Enterprise Partnership's Strategy for Growth and Opportunity. This will also be considered by St Edmundsbury Borough Council's Cabinet.</p>	Not applicable	(D)	Cabinet	<p>James Waters Leader of the Council 07771 621038</p> <p>Lance Stanbury Planning and Growth 07970 947704</p>	Andrea Mayley Service Manager (Development and Growth) 01284 757343	All Wards	Report to Cabinet
24/10/17	<p>West Suffolk Local Code of Corporate Governance</p> <p>The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee in respect of seeking approval for the West</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Suffolk Local Code of Corporate Governance. This has been jointly produced with St Edmundsbury Borough Council and will be subject to approval of full Council.							
24/10/17	<p>First Year Review of Performance of the Council's Solar Farm and its Wholly Owned Company Greenheath Energy Ltd</p> <p>The Cabinet will be asked to note the performance since the solar farm was purchased in July 2016 and to seek approval of the following:</p> <ul style="list-style-type: none"> (i) Request for small company audit exemption. (ii) Future status and purpose of Greenheath Energy Ltd (based on a recommendation from the Directors) 	Paragraph 3	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
14/11/17 <i>(Joint meeting with SEBC Cabinet)</i>	<p>Overarching Strategy for Facilitating Growth and Investment</p> <p>The Cabinet will be asked to recommend to Council, approval of an overarching strategy for the facilitation of growth and investment by the West Suffolk Councils. This will be considered at a joint meeting with St Edmundsbury Borough Council's Cabinet and will also have been subject to scrutiny by both Councils' Overview and Scrutiny Committees.</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	<p>Lance Stanbury Planning and Growth 07970 947704</p> <p>Stephen Edwards Resources and Performance 07904 389982</p>	<p>Julie Baird Assistant Director (Growth) 01284 757613</p> <p>Rachael Mann Assistant Director (Resources and Performance) 01638 719245</p>	All Wards	Report to Cabinet, with recommendations to Council
No earlier than 14/11/17 <i>(Joint meeting with SEBC Cabinet)</i>	<p>West Suffolk Councils' Lettings Policy</p> <p>The Cabinet will be asked to consider and approve the revised West Suffolk Councils' Lettings Policy (based on the joint policy agreed by the Cambridge Sub-Regional Partnership).</p>	Not applicable	(D)	Cabinet	<p>Sara Mildmay-White West Suffolk Lead for Housing 01359 270580 Sara.mildmay-white@stedshc.gov.uk</p>	<p>Davina Howes Assistant Director (Families and Communities) 01284 757070</p>	All Wards	Report and draft Lettings Policy to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	This will also be considered by St Edmundsbury Borough Council's Cabinet.							
12/12/17 <i>(Deferred from 24/10/17)</i>	Delivering a Sustainable Budget 2018/2019 The Cabinet will be asked to consider recommendations of the Performance and Audit Scrutiny Committee for recommending to Council on proposals for achieving a sustainable budget in 2018/2019.	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council
12/12/17	Mid Year Treasury Management Report 2017/2018 and Investment Activity (1 April to 30 September 2017) The Cabinet will be asked to consider the recommendations of the Performance and Audit	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Scrutiny Committee regarding the seeking of approval for the Mid Year Treasury Management Report 2017/2018, which summarised the investment activities for the period 1 April to 30 September 2017.							
12/12/17	Mildenhall Hub Subject to the receipt of planning consent, the Cabinet will be updated on the project programme, business case and funding model in the light of that consent, technical design work and any procurement undertaken.	Not applicable	(KD) Cabinet/ (possibly Council - 20/12/17)	Cabinet/ Council	James Waters Leader of the Council 07771 621038	Alex Wilson Director 01284 757695	All Wards	Report to Cabinet, with possible recommendations to Council
12/12/17 (Deferred from 16/05/17)	West Suffolk Information Strategy The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny	Not applicable	(D)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Overview and Scrutiny Committee to Cabinet and Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Committee and recommend to full Council, approval of a West Suffolk Information Strategy, which had been jointly produced with St Edmundsbury Borough Council.					Kevin Taylor Service Manager (ICT) 01284 757230		
12/12/17	<p>Local Council Tax Reduction Scheme and Council Tax Technical Changes 2018/2019</p> <p>The Cabinet will be asked to consider proposals for the Local Council Tax Reduction Scheme and Council Tax Technical Changes for 2018/2019, prior to seeking its approval by Council.</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council
12/12/17	<p>Tax Base for Council Tax Setting Purposes 2018/2019</p> <p>The Cabinet will be asked to consider the Tax Base</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	for Council Tax Setting Purposes for 2018/2019, prior to seeking its approval by Council.							
12/12/17	Applications for Community Chest Funding 2018/2019 The Cabinet will be asked to consider applications for the Community Chest funding for 2018/2019.	Not applicable	(KD) Applications for the 2019/2020 year and beyond are also subject to the budget setting process	Cabinet	Robin Millar Families and Communities 07545 423782	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report to Cabinet
12/12/17	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with exempt Appendices
12/12/17	West Suffolk Strategic Plan 2018-2020 The Cabinet will be asked	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	James Waters Leader of the Council 07771 621038	Davina Howes Assistant Director (Families and Communities)	All Wards	Recommendations of the Overview and Scrutiny

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	to consider the recommendations of the Overview and Scrutiny Committee and to recommend to full Council, the new West Suffolk Strategic Plan for 2018-2020, which had been produced jointly with St Edmundsbury Borough Council.					01284 757070		Committee to Cabinet and Council
13/02/18	<p>Treasury Management Report 2017-2018 - Investment Activity (April to December 2017)</p> <p>The Cabinet will be asked to recommend to Council, the approval of the Treasury Management Report 2017-2018 which summarised the investment activity for the period 1 April to 31 December 2017.</p>	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
13/02/18	<p>Annual Treasury Management and Investment Strategy 2018/2019 and Treasury Management Code of Practice</p> <p>The Cabinet will be asked to recommend to Council the approval of the Treasury Management and Investment Strategy 2018/2019, which must be undertaken before the start of each financial year.</p>	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council
13/02/18	<p>Budget and Council Tax Setting 2018/2019</p> <p>The Cabinet will be asked to consider the proposals for the 2018/2019 budget and Medium Term Financial Strategy, prior to its approval by Council. This report includes the Minimum Revenues Provision (MRP) Policy and Prudential Indicators.</p>	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
13/02/18 <i>(Deferred from 12/09/17)</i>	<p>Leisure Investment Fund: Consideration of Business Case for Investment</p> <p>The Cabinet will be asked to consider a detailed proposal for investment in the Council owned leisure facilities at Newmarket Leisure Centre and at Brandon Leisure Centre, to deliver a revenue saving to the Council and enhanced user experience.</p>	Paragraph 3	(KD)	Cabinet	Andy Drummond Leisure and Culture 01638 666888	Jill Korwin Director 01284 757252	All Saints; Brandon East; Brandon West; Severals; St Mary's	Report to Cabinet with exempt Appendix
03/04/18	<p>Revenues Collection and Performance Write-Offs</p> <p>The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.</p>	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with exempt Appendices

NOTE 1: DEFINITIONS OF EXEMPT INFORMATION: RELEVANT PARAGRAPHS

In accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended)

The public may be excluded from all or part of the meeting during the consideration of items of business on the grounds that it involves the likely disclosure of exempt information defined in Schedule 12(A) of the Act, as follows:

PART 1

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

In accordance with Section 100A(3) (a) and (b) of the Local Government Act 1972 (as amended)

Confidential information is also not for public access, but the difference between this and exempt information is that a Government department, legal opinion or the court has prohibited its disclosure in the public domain. Should confidential information require consideration in private, this will be detailed in this Decisions Plan.

NOTE 2: KEY DECISION DEFINITIONS

Key decisions are:

- (a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:
 - (i) Be significant in terms of its effects on communities living or working in an area in the Borough/District; or
 - (ii) Result in any new expenditure, income or savings of more than £50,000 in relation to the Council's revenue budget or capital programme.
 - (iii) Comprise or include the making, approval or publication of a draft or final scheme which may require, either directly or in the event of objections, the approval of a Minister of the Crown.
- b) A decision taker may only make a key decision in accordance with the requirements of the Executive procedure rules set out in Part 4 of this Constitution.

NOTE 3: MEMBERSHIP OF BODIES MAKING KEY DECISIONS

(a) Membership of the Cabinet and their Portfolios:

<u>Cabinet Member</u>	<u>Portfolio</u>
James Waters	Leader of the Council;
Robin Millar	Deputy Leader of the Council; Families and Communities
David Bowman	Operations
Andy Drummond	Leisure and Culture
Stephen Edwards	Resources and Performance
Lance Stanbury	Planning and Growth

(b) Membership of the Anglia Revenues Partnership Joint Committee (Breckland Council, East Cambridgeshire District Council, Fenland District Council, Forest Heath District Council, Suffolk Coastal District Council, St Edmundsbury Borough Council and Waveney District Council (Membership amended from 1 December 2015 to one Member/two Substitutes per Authority)

Full Breckland Cabinet Member	Full East Cambridgeshire District Council Cabinet Member	Full Fenland District Council Cabinet Member	Full Forest Heath District Council Cabinet Member	Full Suffolk Coastal District Council Cabinet Member	Full St Edmundsbury Borough Council Cabinet Member	Full Waveney District Council Cabinet Member
Cllr Pablo Dimoglou	Cllr David Ambrose-Smith	Cllr Chris Seaton	Cllr Stephen Edwards	Cllr Richard Kerry	Cllr Ian Houlder	Cllr Mike Barnard
Substitute Breckland Cabinet Members	Substitute East Cambridgeshire District Council Cabinet Members	Substitute Fenland District Council Cabinet Members	Substitute Forest Heath District Council Cabinet Members	Substitute Suffolk Coastal District Council Cabinet Members	Substitute St Edmundsbury Borough Council Cabinet Members	Substitute Waveney District Council Cabinet Members
Cllr Michael Wassell	Cllr Lis Every	Cllr John Clark	Cllr James Waters	Cllr Geoff Holdcroft	Cllr Sara Mildmay-White	Cllr Sue Allen
Cllr Ellen Jolly	Cllr Julia Huffer	Cllr Will Sutton	Cllr David Bowman	Cllr Ray Herring	Cllr Robert Everitt	Cllr Letitia Smith

Karen Points
 Assistant Director (HR, Legal and Democratic Services)
 Date: 25 September 2017

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