

# NORFOLK & SUFFOLK ECONOMIC STRATEGY

*An ambitious blueprint for  
the UK's clean growth region*

2022



*We are facing unprecedented social and economic change. The way we live, learn, work, and do business is transforming. The impacts of the pandemic, leaving the EU, the acceleration of digitisation and the need to address our impact on climate change and biodiversity are all contributing factors. There are challenging times to come and more will need to be done to support our people, businesses, and places to adapt, transition and flourish.*

**This is the time for strong leadership, bold action and far-reaching interventions. This Economic Strategy is the blueprint for how local authorities, businesses large and small, business support organisations, Voluntary Community and Social Enterprise (VCSE) organisations, colleges, universities, independent training providers and the Local Enterprise Partnership (LEP) will work together, aligning relevant actions and investment, to build a cleaner, stronger and more productive economy where everyone benefits.**

Collaboration and hard work from all partners has been at the heart of our success to date. Together we have invested and delivered transformative projects and initiatives. Through LEP programmes alone over £300m has been invested into the region's economy in the last decade, unlocking a further £1.3bn of investment. Partners too have secured significant investment from the bridge crossings in Great Yarmouth and Lowestoft (£247m) to five town deals – Great Yarmouth, Ipswich, King's Lynn, Lowestoft and Norwich totalling £120m. Collectively we have created, safeguarded and supported thousands of jobs, businesses, start-ups, and learners.



**Above** – Aerial view of Great Yarmouth port ( Credit: Mike Page)

Our ambition is to transform our economy into a globally recognised, technology-driven and inclusive economy which is leading the transition to a zero-carbon economy through sustainable food production, clean energy generation and consumption and digital innovation; becoming one of the best places in the world to live, work, learn and succeed in business.

We recognise that this will not be achieved by one partner alone, or by any single strand of investment or action. We have always been most successful when we work together for the benefit of those who live in, work in, learn in and visit Norfolk and Suffolk.

The actions in this strategy will help lead us out of these challenging circumstances and deliver on our region's potential.



**C-J Green**  
Chair, New  
Anglia LEP



**Cllr Carl Smith**  
Chair, Norfolk  
Public Sector  
Leaders Group



**Cllr Suzie Morley**  
Chair, Suffolk  
Public Sector  
Leaders Group

*Local partners across business, business support organisations, local authorities, public health, education providers and the VCSE sector have come together to agree this strategy and are all committed to:*

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

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

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

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

**Cover images** show agri-food research, the Lotus Evija at Hethel, Peerless Plastics, the new CEFAS headquarters and cyclists in Breckland.

# WHAT WE WANT NORFOLK AND SUFFOLK TO BE:

- **A higher performing clean, productive and inclusive economy,** where business invest in people and innovation, new sustainable techniques and technology, leading to decarbonisation, increased value in our foundation sectors, reductions in wage inequalities and pressure in overall living standards and productivity improvements.



- **An inclusive economy with an appropriate and highly skilled workforce, where everyone benefits from clean economic growth.** Norfolk and Suffolk will continue to promote collaboration between business, HE, FE, schools, VCSE organisations and the public sector to provide the training opportunities and work experience that enable businesses and people to fulfil their full potential.



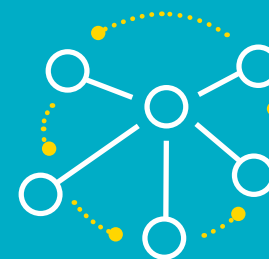
- **An international facing economy with high value exports,** where our sectors are producing and exporting more sustainable value-added goods and services, entering new global markets and capitalising on new trade links to other economies.



- **A place with a clear, defined, ambitious offer to the world,** which showcases the strengths of Norfolk and Suffolk as the UK's clean growth region to the UK and beyond. Offering diverse, high quality, sustainable 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 choose to live and work here.

- **A well-connected place, locally, nationally and internationally.** Investment in sustainable infrastructure – affordable housing, roads, rail and digital – is coordinated to build the communities and connections that people and businesses need.

- **The place where high growth businesses with aspirations choose to be,** with excellent sustainable sites to locate, grow and innovate, with easy access to support and finance which fit the need of businesses.



- **A centre for the UK's clean energy sector,** exploiting the strength and diversity of the energy sector and supply chain, our strategic location, skills base and connectivity to other regions. Where local communities and businesses are benefiting from these strengths.

# WHY DO WE NEED A STRATEGY?

**The Norfolk and Suffolk economy is diverse and in the face of recent difficulties has proven comparatively resilient, but we face some real challenges.**

Employment levels are higher than the UK average, yet we don't have enough people to fill current vacancies and some sectors face significant skills shortages – particularly with regards to science, technology, engineering and maths (STEM) related skills and capabilities. We must support and inspire businesses to commit to developing skills in their workforce and find ways to spark innovation.

Increasing costs and demand for resources and materials will bring pressure for both businesses and people. Our comparatively low level of productivity is inherent, but increasing our productivity levels to the UK average would contribute an additional £4bn gross value per annum to the regional economy. We also have opportunities to add social value and reduce fragility in supply chains.

There is an urgent need to accelerate our economy's transition meeting global, national and regional climate ambitions in order to drive sustainable change within businesses of all sizes. Capital investment and land use needs to be better aligned with our social and environmental ambitions to ensure our cities, towns and communities are vibrant, healthy, sustainable, and resilient.

Alongside our world-leading research strengths, the cross-sector innovation opportunities are particularly exciting. They position us well to tackle the challenges our economy faces and we are well placed to make a major contribution to solving them nationally and globally.

## → *The purpose of the strategy*

**This strategy identifies the social and economic challenges, strengths and opportunities which are needed to support clean, inclusive and productive growth.**

It is our response to the Government's Plan for Growth and provides the foundations to secure government funding. It will bring a wide range of partners together around shared ambitions and actions and help position Norfolk and Suffolk as a place to pilot initiatives and activity and as a place to invest.

It sets out our potential at a regional level and will complement and support county, district, sectoral and institution plans. This strategy looks to 2036 but focuses on the actions we need to take over the next three to five years to secure long term success. It provides a framework for partners to develop plans specific to their geography, sector or institutions. Much of the delivery will take place through these plans.

## *If we succeed, we will:*

- *Accelerate our economy's transition to net zero.*
- *Connect and empower businesses - through innovation, supply chain development and access to new markets.*
- *Secure public and private investment through promoting the area's unlimited potential.*
- *Enable all people to upskill, reskill and access employment, attracting and retaining talent to the area.*
- *Support our places and communities to be more vibrant, healthy, inclusive, sustainable and resilient.*

# OUR PLACE

## Map key

-  Clean Energy Cluster
-  Finance & Insurance Cluster
-  Digital Cluster
-  Life Science, Advanced Food Tech & Biotech Cluster
-  Food Enterprise Zone
-  Innovation Hub Projects (via Connected Innovation network)
-  University
-  Enterprise Zone
-  Oil & Gas Rig
-  Wind Farm
-  Gas Terminal
-  Nuclear Power Station
-  Airport
-  Shipping Port
-  The National Stud
-  RAF Base
-  Rail



## OUR ECONOMY AT A GLANCE



**£38bn**  
contribution  
to the UK plc



**£244,354**  
Median house price  
(England in 2020: £255,900)



**25%** higher salary  
in 'Green Jobs'  
than the economy average



**36%**  
STEM take  
(UK 41%)



**£28,452**  
median gross wage  
(England £31,777)



**£5.2bn**  
goods exported  
in 2019



**75.9%** employment  
levels, that's higher than  
the 74.4% UK average



**63,460**  
independent  
enterprises



**Increasing** our region's  
productivity levels to the UK average  
would contribute an additional £4bn gross  
value per annum to our economy.'



**28%\* at level 4+**  
Only 28% of jobs require  
level 4+ (UK 32%)

\*Our economy is  
skewed towards  
occupations  
requiring lower-level  
qualifications.



**1,675,300 total  
population**

All people 16-64 (working age pop):  
978,000 (58.4%) vs. 62.3% for England.

65's & over: 406,800 (24.3%)  
vs. 18.5% for England



**Workforce NVQ  
Qualification levels in  
Norfolk & Suffolk**

35% Level 4 (UK 43%),  
19% Level 3 (UK 17%),  
18% Level 2 (UK 15%),  
14% Level 1 (UK 10%),  
7% None (UK 7%),  
5% Other (UK 6%)

**Technology and Economic Change**

**Global Change**

**Demographic and Climate Change**

**HMT Build Back Better**  
Our Plan for Growth

**Strategic Drivers**

**Norfolk and Suffolk Economic Strategy**  
An ambitious blueprint for the UK's clean growth region

### **Clean Growth: The UK's clean growth region**

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



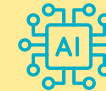
#### **Clean energy powering the world**

The epicentre of the world's largest market for offshore wind energy. The only place in the UK where all forms of energy generation exist together.



#### **Agri-food feeding the world**

Advanced and nationally significant agri-food and drink sector, with globally renowned companies. World-leading research base, at the forefront of global food and health research.



#### **ICT and Creative Digital connecting the world**

Global centre of research and development and innovation in communications technology. Fast growing digital creative hub, with an international reputation for producing graduates who excel.

**Underpinning Sectors** Advanced manufacturing, Construction, Creative industries, Financial, Insurance & professional services, Health and social care, Life sciences and biotech, Ports & logistics, Visitor economy and VCSE.



**People:** Build a workforce fit for the future and excited about purposeful jobs. Inspire and enable all people to access employment, upskill and reskill.



**Business:** Connect and empower businesses through innovation, supply chain development and access to new markets, accelerating our economy's transition to net zero.



**Place:** Transforming the Norfolk and Suffolk economy into one of the best places in the world to live, learn, work and succeed in business.

Local partners are committed to collaborate, inspire, innovate, and invest to support our people, businesses, and places to adapt, transition and flourish.

# OUR ECONOMY

*To underpin our ambitions and make sure we set the right priorities to deliver them, we have developed an accurate understanding of our economy in detail, how it works and how it is changing, through shared analysis and evidence base. A more detailed evidence report sits alongside this strategy providing further in-depth insight to our economy and places.*



Norfolk and Suffolk has a £38bn economy and makes a major contribution to UK plc. It is an outstanding place to live, learn and do business. 140 miles of coastline, three Areas of Outstanding Natural Beauty – the Norfolk Coast and the Suffolk Coast and Heaths; Dedham Vale/Stour Valley; and the Broads National Park – and a diversity of landscapes, internationally important wildlife reserves and historic sites.

The main urban centres of Ipswich and Norwich are dynamic with a rich cultural heritage. The area's market towns are important and are a significant anchor point for businesses and individuals, growing in relevance as a result of the pandemic.

### → People and skills

The age profile of Norfolk and Suffolk shows we have a higher proportion of older people, although there is a wide variance at a local authority level. Conversely, the area has a higher proportion of its population who are economically active in comparison to the UK average. Skill levels and wages however are lower, with more jobs than the national average in lower paying industries.

Only 35% of working age population have a NVQ level 4+ qualification compared to UK average 43%. This is even more pronounced in Great Yarmouth, Sudbury, King's Lynn and the area around Watton and Thetford (less than 15%). Qualifications in STEM subjects across the area is 5% below the England average.



Above – Ipswich Waterfront

Labour shortages are a particular challenge for our key foundation sectors, including logistics, agri-food, tourism and hospitality, construction and social care, as well as some of our potential growth sectors, including ICT and engineering.

Our workforce median annual wage is £2,000 below the national average with variance between local authorities - Mid Suffolk being £30,700 and Breckland £26,600. The expansion of the clean energy sector and the emergence of new clean growth opportunities will provide new employment opportunities, offering higher skilled and better paid jobs.

### → Our business base and its characteristics

Norfolk and Suffolk's business base is largely reflective of England's, with 99.7% of the business base made up of SMEs and micro businesses. The higher-than-average contingent of agricultural and tourism businesses means that pressure on seasonal labour supply, rapidly escalating materials and energy costs, combined with destabilisation of logistical supply chains poses a pertinent threat to our economy.



**24%** of Norfolk and Suffolk's population is over 65 compared to 18.5% for England

15% of Norwich's and 18.5% of Ipswich's while 33% of North Norfolk's population is over 65

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The Gross Disposable Household Income (GDHI) per head of the population is £1,900 below that of the East of England, and £1,300 below England

.....

**1 scale up business**  
per 294 businesses

## 10 OUR ECONOMY

The business base grew 16% between 2011-2021, compared to 28% in the East of England and 35% in England. However, the area has good business survival rates. While the area has pockets of significant high-growth business activity, it is ranked 30th out of 38 LEP areas. There is work to be done to encourage more companies with higher growth potential to locate and establish themselves in the area.

Between 2013 to 2017 the volume of goods exporters in the eastern region increased by 6%, whereas the UK increased by 9%. However, the Eastern region saw an increase in the value of goods exported from 2013 to 2017 of 18%, compared to an increase of 14% for England over the same period.

Public investment in research and development has an important role in stimulating private sector spending. Businesses here are less likely to apply for Innovate UK funding than firms elsewhere and the area secures less funding. However, there are signs this is changing, with the volume of funding secured from Innovate UK over the past 3 years exceeding the average the area has secured for the past 10 years.

Below – Hunstanton

### → Economic growth, productivity and living standards

Productivity gains have stalled since 2014 and prior to that had only seen an incremental rate of increase, which was not keeping up with national trends. Locations in the area have recently been placed in top ten lists of most desirable locations to live in England, as well as similar rankings for 'best staycation' destinations. The areas housing affordability still compares favourably with other locations in the South East, though more recently housing costs have increased in certain parts of the area - due to the migration of higher paid office workers to more rural locations.

### → Land use, housing and infrastructure

Lack of housing is a key risk to economic success. Approximately 7,000 new homes are planned across Norfolk and Suffolk per year, delivery of these and associated infrastructure will need to keep pace. There is a significant need for affordable housing for those unable to access homes at market value.

The ratio of average wages to average house prices indicates the affordability of housing across an area. Norfolk and Suffolk has a ratio of 8.4 compared to the England average of 7.9 and East of England at 9.5. This indicates housing is less affordable in the area compared to the England average but more affordable than the rest of the East of England.

With more people working from home, there is an increasing demand for domestic work space. There has also been a sustained uptick in demand for more warehousing, as the pace of online shopping accelerates. There is also a fundamental

reassessment of town centres, business parks and land designation and usage as work and footfall patterns look set to transition considerably.

Infrastructure is critically important, as we look more towards a net zero economy – from clean energy to the need for further fixed and mobile digital investment. Digital reliability and mobile connectivity improvements are even more critical than they were pre-pandemic. As a predominantly rural environment, attention also needs to be given to ensuring we are maximising the opportunities digital connectivity affords, especially in relation to public health, education and skills development, and more flexible job opportunities.

The need to find ways to support alternative fuel solutions has become more urgent. This poses a particular challenge for Norfolk and Suffolk.

**5yrs** **46% of firms** are still in business five years after starting up, higher than the UK average of 42.5%



**Transport** is the single biggest contributor to the region's carbon emissions accounting for 34% and of this 94% is from road vehicles.



# OUR POTENTIAL

A blurred person is running from left to right in the foreground. In the background, there is a modern building with a facade of white and grey panels and large windows. A large, abstract concrete sculpture is visible near the building. A dotted orange line curves across the top of the image, starting from the left and ending near the building.

*Our diverse economy and our sector specialisms mean that there are few places which are so uniquely equipped to make telling contributions to the major challenges facing the world in the 21st century – food and energy security, healthy ageing and living with environmental change in a world where technology is advancing rapidly.*

*There is an urgent need to transition to a decarbonised future and grow a clean economy that protects and restores our natural capital and provides a healthier, more resilient, inclusive future for all.*

# THE UK'S CLEAN GROWTH REGION

**Norfolk and Suffolk has an established and growing low carbon economy and is at the forefront of tackling the challenges and opportunities of climate change. The area will be affected earliest by rising sea levels and changing rainfall patterns, and has major research, innovation and business strengths in adapting to the change which present significant cross-sector opportunities for the UK's transition to net zero. Norfolk and Suffolk:**

- Is the UK's leading producer of clean energy. It is at the forefront of the Southern North Sea transition and has thriving bioenergy, hydrogen and energy storage industries and a strong low carbon goods and services offer.
- Has expertise in satellite applications and Artificial Intelligence (AI) which will benefit offshore wind, nuclear, precision farming, construction, manufacturing, health and social care, and the visitor economy.
- Is ripe to be a testbed for cross-sector innovation in industries such as farming and food production, transportation and construction where exponential transformation is urgently needed.

Clean growth is central to this strategy. There are economic and societal advantages for the businesses, communities and places which emerge as leaders, from new markets to new higher paid jobs and improved public health.

As the UK's clean growth region, we are committed to remaining at the forefront of tackling the challenges and opportunities of climate change.

## → Together we will:

**Drive leadership and collaboration** – Achieving the transformational change at the pace and scale required will not be possible without collaboration and alignment. Through the New Anglia Clean Growth Taskforce we will provide leadership and collaboration, championing projects to accelerate cross-sector innovation and the delivery of key government strategies. We will work to unlock green finance which delivers the step-change required and ensure clean growth is at the heart of local decision-making, investment and business activity.

**Support businesses to capitalise on the opportunities and become net zero, pursuing a circular economy** – Through peer-to-peer knowledge exchange and an agile business support offer which provides the tools business need to adapt, innovate and access new markets. Attracting new businesses to the area which share our clean growth ambitions.

**Create a skilled workforce fit for the future to support a zero-carbon economy** – Building on the existing assets and strengths of our education providers, we will work to embed approaches to achieving net zero in all training and skills provision

and supporting research, innovation and new technology adoption and commercialisation to businesses.

**Deliver new and adapt existing infrastructure so that it is flexible, resilient and sustainable, supporting people, business and places** – We will build on the area's strengths and expertise in clean energy, AI and emerging opportunities in hydrogen alongside businesses such as Lotus and Anglian Water. Our rurality offers both a challenge and an opportunity in this regard. Working with neighbouring Cambridgeshire and Peterborough Combined Authority we are developing an Alternative Fuel Strategy and action plan.

### Defining Clean Growth

– Growing an environmentally positive and resilient economy by exploiting the region's strengths, driving the adoption of clean technology, efficient use of natural resources and reducing waste, accelerating sustainable infrastructure, equipping and empowering business and people to take advantage of the opportunities in moving to a zero-carbon economy.

**What does Net Zero mean?** Balance between greenhouse gas emissions emitted and removed from the atmosphere.

# CLEAN ENERGY – POWERING THE WORLD

**Norfolk and Suffolk is the UK's epicentre for energy generation with its unique mix of onshore and offshore renewables, gas and nuclear generation and emerging opportunities for hydrogen.**

## → *Leading the clean energy transition*

Norfolk and Suffolk is well placed to be a global exemplar for clean energy production, exporting services and skills globally, while increasing the availability of affordable, sustainable energy for local communities and businesses.

Norfolk and Suffolk has expertise in all forms of energy generation and is at the epicentre of the world's largest market for offshore wind energy,

worth almost £1bn a year. Planned investment in new generation projects will make Norfolk and Suffolk the largest contributor of clean energy to the UK, providing power for 58% of the UK's homes and central to the UK's successful transition to a zero-carbon economy.

This all-energy expertise combined with a unique blend of ports, infrastructure, transferable skills, and innovation in future energy technologies is the key reason the area will play a leading role in decarbonising the country's electricity grid by 2035 and delivering the net zero ambitions.

The Southern North Sea is the UK's natural gas basin, with a third of the UK's domestic gas requirements handled at Bacton Gas Terminal in North Norfolk. Recent Oil and Gas Authority and Hydrogen East reports have highlighted Bacton's potential to become a significant hydrogen production site for London and the South East, stimulating local markets for clean transport solutions and decarbonising the regional economy.

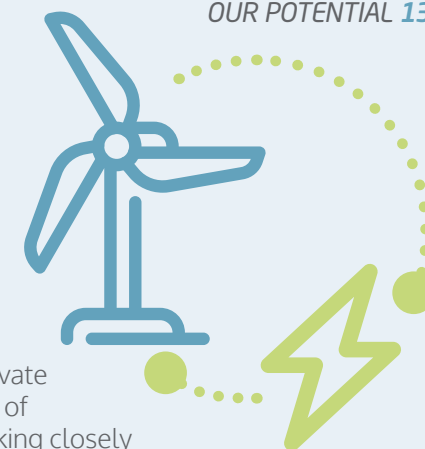
New and innovative energy technology concepts are in development to deliver the North Sea Transition Deal. These include offshore desalination, leading to hydrogen fuel production; carbon capture and storage; and gas to wire developments. These showcase Norfolk and Suffolk's significant opportunity to become a 'test and demonstration zone', highlighting its national and global value.

OrbisEnergy is at the forefront of supporting businesses innovate across all forms of energy and working closely with key innovation hubs across Norfolk and Suffolk to enhance cross-sector innovation and support the transition to net zero.

Despite the area's strengths in clean energy, access to power is limited, holding back housing and industrial development in many parts of the area. Transforming the local energy system and new innovations in wider energy resource use is a priority.



The stakeholder-led, LEP-funded GENERATE project has created a coherent, co-ordinated and collectively-owned brand to consolidate the target area's position as a world leader in offshore wind and clean energy generation, maximising its visibility to Government/ investors and enable it to compete effectively with established locations.



## → Offshore energy production

Norfolk and Suffolk has the potential to benefit a great deal from growth in offshore wind jobs, with an additional 6,150 full time well-paid skilled jobs by 2032 (+600% growth).

The ports of Great Yarmouth and Lowestoft have become strategic centres for the offshore wind sector, positioning themselves as England's premier energy ports, with the potential for further growth in their world class operations and maintenance (O&M) facilities, manufacturing and assembly. Both ports are progressing plans to develop facilities to capture O&M investment.

The £18m O&M Campus in Great Yarmouth will be at the forefront of technological advancements in O&M once this is developed and the new Lowestoft Eastern Energy Facility (LEEF) is a £25m project being promoted by Associated British Ports. In addition, Great Yarmouth port has two sites ready to accommodate component manufacturing and plans to create an additional 10ha if demand is there. The whole site can accommodate assembly.

The existing and planned windfarms, including the £6bn East Anglia Hub, provide rich opportunities upon which the region can capitalise, from contract opportunities to new clean skilled jobs. However, there are challenges such as grid constraints, onshore-offshore connectivity, and delays to energy projects. To remain at the forefront of generating the country's clean energy supply we must support and work with government and our communities to overcome these challenges.

## → Onshore energy production

Suffolk is home to three nuclear power stations at different stages of their planning and lifecycles bringing resilience to the UK's electricity grid – Sizewell A is in decommissioning; EDF's Sizewell B is the UK's only pressurised water reactor in operation; and the examination phase for the Sizewell C nuclear

new build project has now concluded with a final decision likely in spring 2022.

Sizewell C power station could inject up to £200m a year into the regional economy during peak construction and £40m per year during its 60 years of operation and will create 25,000 roles during the construction phase with 900 permanent operational jobs. Sizewell C Consortium has pledged to invest £4.4bn in the East of England, including £2bn in Suffolk. If Sizewell C receives the green light, there will be significant opportunities for local businesses to win contracts.

Norfolk and Suffolk is the leading area nationally for animal waste biomass installations with a third of the national capacity in two large plants at Thetford and Eye power stations. One of the UK's newest straw-fed biomass plants has opened at Snetterton, whilst brewer Adnams operates an anaerobic digester which was the first to export biogas to the grid produced from brewery and food waste.

The bioenergy industry is worth nearly £2bn and is based on the scale of agriculture locally, with 13.7% of England's crop output and 9% of the livestock output. Norfolk and Suffolk is a leading straw producer in the UK with 313,000 ha of cereals and 60,000 ha of oilseed crops, with an estimated straw yield of 1.06m tonnes per year. Norfolk and Suffolk see more sunshine than other parts of the UK, a crucial region for the development of solar technologies. We must continue to innovate in this area.

Left – Orbis Energy





**Norfolk & Suffolk** has the potential to supply up to 50% of the UK's 40GW target from offshore wind by 2030.



**7% of the UK's** low carbon power for the next 60 years will come from the proposed new nuclear power station at Sizewell C



**£330bn** market potential in decommissioning over the next 30 years

the over 100 gas fields, over 150 gas platforms and 4,500km of pipelines



**27,000 new job** opportunities will be generated by the clean energy sector in Norfolk and Suffolk between 2019-2030.

## Local partners will work together to:

**Promote opportunities for existing and potential supply chain businesses** across the energy sector and provide business support.

**Support Hydrogen East** to deliver a viable route map for Norfolk and Suffolk to become a leading 'hydrogen region', maximising the opportunities at Bacton and through the Sizewell C and Freeport East projects.

**Develop and deliver the vision for an Energy Systems Integration Centre of Excellence** in partnership with ORE Catapult and local stakeholders, maximizing the potential across our energy offer.

**Collaborate with the Greater South East Energy Hub** to develop and deliver investable clean energy projects which unlock clean growth, securing UKPN grid connections where needed.

**Develop ambitious projects to further strengthen our expertise in offshore wind** operations and maintenance, ensuring we are at the forefront of technological developments and attracting investment.

**Communicate the all-energy inward investment offer** globally through the Generate branding.

**Bring forward new investment opportunities on Enterprise Zones** to support future expansion in the energy sector supply chain.

Measures of success:

- Investable projects developed and delivered.
- Increase in local businesses securing contracts linked to the clean energy
- New businesses attracted to locate here to capitalise on the opportunity
- Clear investable hydrogen proposals developed and investment secured.
- A transformed local energy system



## AGRI-FOOD – FEEDING THE WORLD

**Norfolk and Suffolk has some of the most productive farmland in the UK. This supports an advanced and nationally significant food and drink sector and a world-leading research base which is at the forefront of global food and health research. These strengths put us at the heart of a healthy food future.**

The region plays a vital role in UK food production. But the sector is undergoing the greatest changes within living memory - farming subsidies, trade arrangements, climate change and labour shortages.

Businesses need specialised support as they adapt. Norfolk and Suffolk's strong climate science, automation and plant science innovation expertise presents the opportunity to address some of these challenges, continuing to pioneer and apply new approaches to sustainable agriculture. We are in a good position to increase value-added processing, exports and embed sustainable practices throughout the food chain by utilising our strengths in clean energy and digital innovation.

### → A regional focus for agri-food innovation

Norwich Research Park is at the forefront of global agri-food research and innovation. It is making a leading contribution to the challenges of food and

energy security, healthy ageing and environmental change. It brings businesses together with research organisations with global reputations - the John Innes Centre; the Earlham Institute; the Quadram Institute; The Sainsbury Laboratory; and University of East Anglia.

*This supports an advanced and nationally significant food and drink sector and a world-leading research base which is at the forefront of global food and health research.*

The major commercial opportunities arising from this expertise have been acknowledged by the Department for International Trade (DIT) who have designated it as a High Potential Opportunity in nutrition.



The Centre for Fisheries and Aquaculture Science (Cefas), in Lowestoft, is a world leader in marine science and technology providing innovative solutions for the aquatic environment, biodiversity and food security. The planned collaborative Marine Science Campus will promote and develop local talent to support clean growth and offer cross-sector opportunities. Cefas is working with partners such as UEA and the new Broadland Food Innovation Centre to explore opportunities around aquaculture and seaweed. This work supports partners such as the Renaissance of the East Anglian Fisheries to ensure a sustainable and profitable future for the East Anglian fishing industry.



**Agricultural**  
businesses make up 9%,  
compared to 4% nationally



**Right** – Our region grows 12% of the UK's cereals

## → The climate, labour and technology challenge

Climate change will have a significant impact on agriculture. Changing rainfall patterns are already leading to water quality concerns and abstraction restrictions which need proactive collaborative solutions. Biodiversity and healthy soils are key to a sustainable environment and effective carbon capture. The University of East Anglia has developed evidence to inform natural capital projects and are working on new sustainable farming approaches with conservation farmers, such as the Holkham Estate in north Norfolk.

Controlled environment farming is an emerging specialism for the area, especially with Bom Group's tomato greenhouses in Cantley and Ingham and the development of the UK's largest vertical farm at the Food Enterprise Park on the outskirts of Norwich. There are also game-changing capabilities for agri-food businesses to take advantage of including 5G, satellite applications, robotics and drones on offer at Adastral Park through BT's global R&D headquarters and the wider Connected Innovation network. This adoption of technology would improve productivity and sustainability across the supply chain. It could also address labour challenges and create high skilled, high paid jobs.

Local businesses have a growing appetite to meet these challenges and with the right kind of support, there is significant opportunity to improve idea diffusion throughout the sector.

**Right** – Our region is home to a world-leading research base which is at the forefront of global food and health research.

## → Increasing processing value

The region's advanced food and drink processing sector and specialists in growing markets, like plant-based foods, have the potential to grow in domestic and international markets. The enhanced use of technology and other innovations presents opportunities to increase productivity, enhance sustainability and reduce emissions and water use. The area only processes 50% of the food it grows. There is a substantial opportunity to add value, a 50% increase in high-tech production would add more than £2bn to the economy. There is strong commitment to help businesses develop the right skills and technology needed to embrace these opportunities.

## → Collaborating to grow

Eastern England is the UK's food gateway to the world - the single most important area for export and import of food in the UK. We are working with partners in Lincolnshire, Cambridgeshire and Peterborough to develop major regional initiatives in shared areas of interest – automation, agri-tech, plant science and nutritious diets – which present significant opportunity and will unlock our collective potential. Together we can drive the transition to net zero, support with healthier diets, deliver the levelling up agenda, and support a strong global Britain.



**12%**  
of the UK's cereals



**16.6%**  
of the UK's fruit  
& vegetables



**22.7%**  
of the UK's pigs



**17.6%** of the UK's  
poultry production



**60%**  
of the UK's sugar



## Local partners will work together to:

**Deliver a regional innovation support programme** at the Broadland Food Innovation Centre and establish a regional Food and Drink innovation cluster to add value by significantly increasing the amount of local produce processed locally.

**Maximise the potential of the Food Enterprise Zones in Norfolk and Suffolk**, attracting investment to and capitalising on the Freeport East opportunity.

**Develop collaborative investments** where there are economies of scale in storage, distribution and processing as a catalyst for adding value to our agricultural products.

**Collaborate across the region to develop new projects that harness research strengths** to support clean growth and develop automation solutions contributing to address labour shortages.

**Develop a world-leading hub for plant and microbial research** at the John Innes Centre with The Sainsbury Laboratory and explore its translational potential for agri-food innovation and growth.

**Work with farmers, land managers and environmental specialists** to target environmental land management initiatives, maximising natural capital and enabling productivity.

**Grow skills provision for the agri-food sector** to ensure future farmers are equipped with the knowledge needed for sustainable land management, and support those already in the sector with the right skills to adapt to new opportunities.

### Measures of success:

- *Businesses supported to innovate and grow, and the case made for successor investment*
- *New inward investment secured*
- *Collaboration leads to a pipeline of new regional initiatives which secure funding*
- *An increase in translational and spinout activity with new products and processes developed*
- *New environmental schemes developed and delivered, informed by excellent natural capital data*
- *Growth in agricultural productivity and increased take-up of sustainable methods of production*
- *New business investment, and inward investment to establish new production facilities to meet local demand thus shortening supply chains and reducing food miles*



Left – Food processing

# ICT DIGITAL – CONNECTING THE WORLD

**Through thriving digital creative tech clusters, Norfolk and Suffolk's ecosystem will support the digital transformation required across sectors to deliver net zero and productivity gains. We will work to create a more sustainable landscape for start-ups and scale-ups, with more highly skilled and higher paid jobs. Norfolk and Suffolk's digital tech opportunity is both fast-growing and offers significant value for our economy, underpinning the future development of our sectors.**

## → Catalyst for clean growth and cross sector innovation

Norfolk and Suffolk is a national leader in 5G and future network infrastructure and is at the cutting edge of digital innovation, with distinct strengths in telecoms, cyber security, satellite applications, data centres, software development, quantum technology, artificial intelligence, Internet of Things and user experience design. The region is playing a central role in developing and deploying these technologies, which align with the seven key technology families identified in the Government's Innovation Strategy, with a series of challenge-led cross-sector innovation events to demonstrate potential use cases for key sectors and supporting businesses as they adapt to change and adopt and diffuse technologies.

## → Globally significant innovation assets

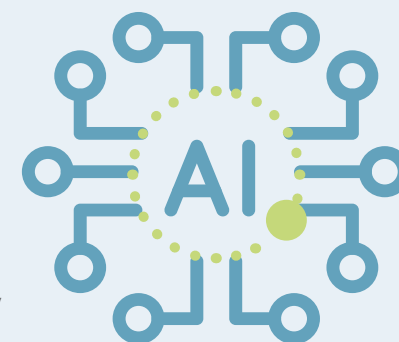
This strategy will continue to grow and secure the clusters across Norfolk and Suffolk, located at Adastral Park and Norwich, given their strategic importance as national assets and testbeds. The strengths of our specific clusters have led to increased demand for physical and virtual tenancies as businesses seek to be closer to these specific ecosystems as they recover and grow.

## → Adastral Park

Adastral Park, near Ipswich, is home to BT's Global Research and Development headquarters, and a growing cluster of over 150 high-tech companies at Innovation Martlesham, from global organisations like Cisco and Nokia to key local companies such as Inawisdom, Ijyi, and Chronos Technology, collectively employing almost 4,000 people. It generates approximately £1bn GVA per annum and has a comparatively high productivity rate of £140,000 per job.

Adastral Park is home to the largest test and integration facility in Europe and the world's first 'real-world' demonstration of quantum encryption. Adastral Park is a top three investor in R&D in the UK over the past ten years, the third largest patent filer of all UK-based companies, and number one for artificial intelligence technologies, spending over £2.5bn on R&D over the last five years. It offers unrivalled experience in the development of 5G, digitalisation, satellite applications, future technology and future networks.

Major trials of national and global significance take place at this strategic site, which has a range of technical facilities available to cluster companies, such as Showcases, shared R&D facilities and an experimental Quantum Communications Network. Government has recognised Adastral parks strengths, identifying it as a national High Potential Opportunity (HPO) for 5G and Digitalisation.



**3rd highest**  
patent filer in the UK  
and number 1 for  
Artificial Intelligence

Right – Adastral Park



## → Norwich Digital Creative Cluster

The cluster is characterised by several high performing home-grown businesses, many of which are global players, including Epos Now, Rainbird, Fountain Partnership, and Foolproof, as well as micro start-ups and freelancers. There is real growth potential, alongside the financial and insurance services and business services sector, as a driver across a broader business base.

University of East Anglia (UEA) and Norwich University of the Arts (NUA) are key to the supply of talent. With a global pull of students drawn to specialisms, both have also secured an international reputation for producing graduates who excel in a constantly evolving industry. NUA is also home to the Ideas Factory incubation centre for digital creative businesses and user experience lab, and has developed strong ambitions around net zero skills, across its spectrum. Both have developed partnerships to respond to the digital demands of the FinTech sector and support SMEs through local networking. UEA's new FinTech Lab will also support the next generation of entrepreneurs in building new and exciting start-ups.



**£551.3m**  
is the worth of the ICT  
& Telecom services &  
product development  
specialism

**Above right** – Students at NUA specialise in art, design, architecture and media

**Right** – Thyngs contactless payment technology



## → Cambridge Norwich Tech Corridor

The Cambridge Norwich Tech Corridor offers 100km of opportunity across Cambridgeshire, Suffolk and Norfolk for start-ups, growing businesses and investors. It joins up many strengths and assets with a shared ambition to make the Tech Corridor a top-tier destination for technology businesses, talent and investors from around the world.

## → Growing technical and digital skills

Together we have agreed a clear set of collective commitments focused on producing the skills required to accelerate digital research and innovation; stimulate wider industry growth through digital skills; and provide the foundation of basic digital skills required for inclusive growth and increased applications in the workplace.

We are committed to inspiring and creating the next generation of technical and engineering professionals and upskilling those already in the workforce. Institutions provide the opportunity to learn in new state-of-the-art facilities and specialist laboratories with industry-connected educational courses. Over £60m has been invested in recent years, bringing together collaborations between industry leaders and education institutes to ensure the training being offered meets the needs of local employers.



**£59,100**  
GVA per job



**£1.4bn** contribution  
to the UK PLC

Our ambition and commitment does not stop here. A compelling collaborative bid, led by University of Suffolk, has been submitted to government to secure and establish an Institute of Technology. This will further reinforce the provision of a skilled pipeline for those people focussed on technical careers, through the offer of attractive and aspirational career pathways across Norfolk and Suffolk and beyond.

Further investments in the College of West Anglia School of Nursing, University of Suffolk's Integrated Care Academy and the complementary new Health and Social Care facility at Suffolk New College will bring technology and learning together through real-life clinical environment and high-tech simulation equipped with simulation mannequins to provide clinical experience in a teaching environment. There will therefore be a fully integrated pipeline of training channelling talent into the sector.



### → £60m state-of-the art investment:

**City College Norwich Digital Technology Factory** delivers interconnected digital technology, engineering and design courses.

**Suffolk New College Tech Campus** provides specialist courses in Creative Media production, computing & esports, games design and game art.

**East Coast College Energy Skills & Engineering Centre** supports development of higher-level technical skills and expertise in energy, maritime and engineering.

**West Suffolk College STEM Innovation Campus** provides training and FE and HE for employees in energy, engineering and advanced manufacturing.

**International Aviation Academy** based on the northside of Norwich trains the next generation of aviation professionals.

**University of Suffolk DigiTech Centre** at BT's Adastral Park provides cutting-edge digital skills for people looking to pursue careers in ICT, as well as exploring digital health and smart living research innovations.

**University of East Anglia Productivity East** and School of Engineering is a new regional hub for engineering, technology and management.

**Right** – Digi Tech Factory at City College, Norwich

## Local partners will work together to:

**Deliver the Adastral Park vision** and work with the Department of International Trade to maximise the opportunities arising from the HPO in 5G and digitalisation.

**Develop the potential for a Net Zero Creative Digital Media Studio in Norwich**, led by NUA, to attract digital production to the region, becoming a national leader in net zero production training and build a linked digital creative business cluster and inward investment offer, creating opportunities for local talent entering the industry.

**Further develop the cluster's expertise in FinTech**, supporting start-ups and skills.

**Delivering hackathons and challenge-led events** to encourage and enable cross-sector innovation and working collaboratively to ensure local people including school pupils have the right skills to succeed in the sector.

**Develop the economic case for a Smart Emerging Technology Institute and testbed (SETI)** – a unique advanced high-speed optical and wireless network (including 5G) which interlinks Internet of Things testbeds to support large-scale experiments and data transfer.

### Measures of success:

- New products to market, increasing engagement between SMEs and sector groups with Adastral Park
- Investable projects developed and funded
- Business cluster developed and businesses engaged
- More people developing the right skills for opportunities in digital creative businesses



# OUR UNDERPINNING SECTORS

This Strategy also recognises the strengths and the importance the underpinning sectors in the Norfolk and Suffolk economy. There is significant opportunity for cross sector collaboration and innovation. The regions strengths in clean energy, agri-food and ICT digital can support our underpinning sectors to grow, adapt and innovate. Tackling the labour, supply chain and productivity challenges in these sectors and maximising their growth opportunities are key parts of this strategy.

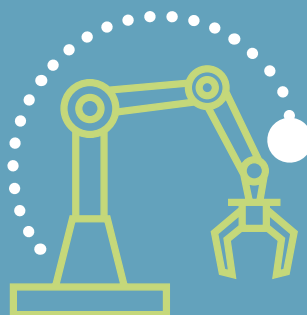
## *Advanced manufacturing and engineering*



National expertise in automotive, civil aviation, space, composites, and pharmaceuticals.

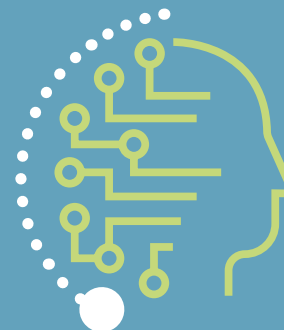
Forecasted to grow into 2022. Sustainable HR management, lean and digitisation will deliver innovation, productivity and support the transition to net zero.

## *Construction and development*



Large and diverse, with emerging specialisation in Passivhaus and sustainable design. Major opportunities linked regional infrastructure projects. Delivering Net Zero Strategy through retrofitting and more sustainable methods of construction.

## *Creative industries*



Strong and diverse sector, with major concentrations around Norwich and Ipswich. Strong ambitions around net zero production skills and supporting and retaining young people into the sector.

## *Financial services, insurance & professional services*



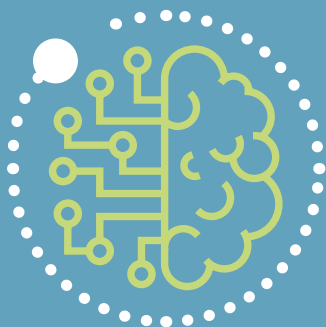
One of the largest general insurance and financial services clusters in Europe, with strong growth ambitions, particularly around the major FinTech offer. This sector underpins the development of many other sectors and is critical to achieving the clean growth aspirations.

### Health and social care



Transformational partnership working to deliver first of its kind Integrated Care Academy and research impact through the Norwich Institute of Healthy Ageing. With a national exemplar in development - the Integrated Care Academy at University of Suffolk.

### Life sciences and biotech



International expertise in the fields of food, health, and microbiome – advanced cluster of animal health and emerging pharmaceutical manufacture.

Norwich Research Park High Potential Opportunity in Plant Science and Nutrition utilising the latest technology such as NGS (next generation sequencing) and development of bioinformatics pipelines.

### Ports and logistics



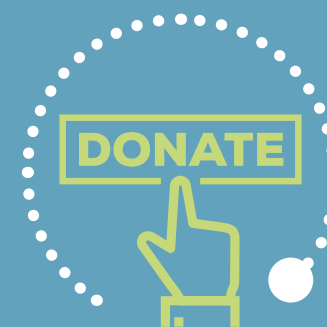
UK's largest container port at Felixstowe and nationally significant ports for the energy and agri-food sectors, with a strong logistics cluster. With significant opportunities through Freeport East, A14 corridor emerging as a major location for smart logistics hubs and Port expansion and innovation plans (e.g., O&M Campus, 5G technology, PowerPark).

### Visitor economy



A varied and significant tourist offer, from coast and countryside Areas of outstanding natural beauty to postcard market towns, underpinned by a dynamic and pioneering cultural sector. Home to important heritage sites and the home of horseracing at Newmarket.

### Voluntary, community and social enterprise



The voluntary, community and social enterprise sector, together with adult learning provision, has an important role to play in supporting those furthest from the labour market by reintegrating, raising confidence levels and re-skilling through training, volunteering or employment. The sector is extremely diverse and such diversity requires further analysis to enable the relative strengths of the sector to be optimised.

# PEOPLE

**INSPIRE AND ENABLE ALL PEOPLE  
TO ACCESS EMPLOYMENT,  
UPSKILL AND RESKILL**

*Our people, whether in traditional or more niche careers, micro businesses, arts and culture or supporting others in the community, are central to all our ambitions. We want to raise and support aspiration across all ages, unlock private sector investment in the workforce and support providers to respond quickly and in a hands-on way to address the long term needs of people and businesses.*



BT at Adastral Park

Accelerating trends in remote working, digitalisation and push to net zero is changing the nature of jobs at all levels but presents significant opportunity for creation of higher-value roles in all sectors. It is leading to increased demand for technical and digital skills.

### → What do we need to achieve?

**Build a workforce fit for the future and excited about purposeful jobs. Improve attainment levels and align provision to employers needs and inward investment opportunities particularly STEM, enabling the transition to a zero carbon economy.** Despite progress in recent years in raising overall attainment skills levels there is still a shortfall in higher-level skills attainment and take-up particularly in science, technology, engineering and maths (STEM) subjects. In addition, apprenticeship starts for all ages has fallen due to the pandemic. Ensuring the institutional and physical infrastructure and raising the aspirations of our people is imperative in addressing clearly defined skills gaps and capitalising on the opportunities.

**Address labour market shortages through a combination of automation, reskilling and attracting talent to learn and work here.**

Shortages are exacerbated in the region's largest sectors - agri-food, logistics, tourism and hospitality and care. Tutor shortages in engineering and construction where industry wages are more attractive is impacting on the supply of new entrants into the sectors. Three universities attract ambitious people to the area each year but there is a need to enhance and capitalise on the opportunities to retain the talent.

**Empower and enable lifelong learning and progression for all, unlocking private sector investment in the workforce. Enabling residents to capitalise on higher level employment opportunities.** The area has a higher proportion of over 50s than the national average. Recent research indicated people aged 50 and over who are unemployed are twice as likely as younger adults to be long-term unemployed. It also highlighted they are the least likely to receive 'off the job' training, hampering their ability to keep up to date with new skills. Research shows that, for UK employers, upskilling would yield positive economic returns in 75% of cases.



*There is a **25% higher** on average salary for clean growth jobs in Norfolk and Suffolk compared to the economy wide average.*



*A young person is **86%** less likely to be unemployed or not in education or training if they have had four or more encounters with an employer and can earn up to 22% more during their career.*



*90%+ of the UK workforce will need to be trained if workers are to realise the full benefits of reskilling over the next decade*

**Inspire and improve aspirations, connecting businesses, education and young people.**

Continuing to develop employability and work readiness amongst young people, whatever their educational starting point is. Inspiring and preparing young people for the fast-changing world of work and a net zero future is essential to driving the supply of the future workforce and key to social mobility.

**Invest in health and promote social and economic equality.**

The pandemic has highlighted the link between the health and wellbeing of our workforce and the health of our economy. Investing in and improving health will fuel growth by enlarging the workforce, increasing productivity and growing our resilience. The pandemic has also further showed us the importance of addressing inequalities in our society, particularly among minority groups and low-income households.

**Tackle barriers to employment and training supporting all people to access employment.**

Providing a good job with development prospects and earning at least the living wage. There are pockets of deprivation across urban, rural and coastal communities within Norfolk and Suffolk, with quite different needs. Building confidence, aspirations, skill levels and improving digital and physical connectivity are important to open up opportunities to study and give a greater choice of employment. The VCSE sector has an important role by providing volunteering, work experience and entry level employment opportunities for those who are not economically active and do not engage with traditional learning and employment activity.

## Local partners will work together to:

*Provide a range of opportunities that enable all residents to upskill, reskill and access employment throughout their lives, by:*

**Improving adult careers advice, developing locally relevant resources, tools and provision to promote high value jobs** in growing sectors and deliver a flexible, accessible approach to lifelong learning. Encouraging business to invest in skills improving in-work training, work progression and workforce agility.

**Developing further initiatives which develop high quality, innovative business leaders** across all our sectors from start-ups to established companies including leadership training, and innovation cluster programmes.

**Continue to evolve and deliver a collaborative job support offer**, which includes working with the VCSE sector, to ensure that unemployed, inactive and under-employed people are supported to secure good jobs, and ensuring that groups with challenges and barriers to employment get the support they need.

**Build on existing support programmes that support the health and wellbeing of the workforce**, they are embedded across our economy including within businesses and organisations as a lifelong offer to staff.

*Close the skills and labour gaps, aligning provision to current and future employer needs and clean growth opportunities, especially in digital and technical skills by:*

**Delivering strategic leadership in skills development**, ensuring employers have a central role in training and curriculum development at all levels and in strategic groups like the Skills Advisory Panel, building on the Sector Skills Plans and rolling out Local Skills Improvement Plans when the request comes from government.

**Securing funds and investing in upgrading learning facilities across the Higher and Further education sectors** providing workplace experience in a teaching environment through technology and high-tech simulation with employer-led training which delivers our net zero ambitions. Including a national 'Institute of Technology' and Decarbonisation Academy.

**Delivering targeted campaigns to attract the talent from inside and outside of the region** into key sectors and teaching, thus promoting transferable skills.

**Building on the Ipswich and Norwich Opportunity Areas** to promote and improve social mobility through partnership working and engagement with schools, families and communities.

**Developing and delivering employer-led collaborative projects** which promote, incentivise and enable employer-focused qualifications such as apprenticeships, traineeships, T levels and university internships, building on current projects and maximising levy sharing.

*Improve aspirations and continue to develop employability and work readiness among young people, including:*

**Accelerating the delivery of the Youth Pledge projects**, providing an integrated offer that links young people to opportunities and support to help them into education, training and employment.

**Seeking opportunities to offer targeted grants to VCSE organisations** to deliver employability and skills support to hard-to-reach groups in disadvantaged communities or remote areas.

**Providing co-ordinated support that schools and colleges can draw on** that enables, enhances and improves careers provision for all young people including learners with special education needs or disabilities (SEND) developing virtual solutions to help the continuation of high-quality career engagement through the New Anglia Careers Hub and other work inspiration initiatives. STEM will be a pivotal area to focus on.

**Further developing the opportunities for Level 4, 5 and 6 study and work with employers** to develop roles which require these skills alongside showcasing the entry routes.

# SUCCESS STORIES

## *New Anglia Enterprise Adviser Network and Careers Hub*

New Anglia Enterprise Adviser Network and Careers Hub is working with education institutions and wider work inspiration programmes, including 'icanbea', to meet the eight Gatsby benchmarks at a consistently significant rate above the national average. It is facilitating collaboration between schools and businesses across Norfolk and Suffolk to deliver inspiring careers strategies that will prepare the next generation of workers.



## *The integrated health and work programmes*

The integrated health and work programmes are playing a vital role in Norfolk and Suffolk, addressing a rising proportion of long-term unemployed people in the area and unlocking their potential to address labour shortages and enhance productivity levels.



## *Sketchbook Games*

Throughout its 4 years of existence, Game Anglia has gone from a small group of game developers to a nationally-relevant organisation. By working with the New Anglia LEP, Suffolk County Council and Norfolk County Council, they have created skills and business support programmes which saw new companies and jobs created and dozens of young people in games jobs.



# BUSINESS



**CONNECT AND EMPOWER BUSINESSES THROUGH INNOVATION, SUPPLY CHAIN DEVELOPMENT AND ACCESS TO NEW MARKETS, ACCELERATING OUR ECONOMY'S TRANSITION TO NET ZERO.**

*Our economy is faced with a period of intense change which will impact businesses and sectors in different ways - regulatory change, global supply chain issues causing delays and price increases in materials, cash flow, shortages and difficulties with retention and recruitment of staff and in the long term, the changing climate. We want to create more high-growth businesses, increase entrepreneurship and help businesses take the decisions they need to be agile, innovative, productive and sustainable.*

**Above** – Staff at Peerless Plastics, recipients of a New Anglia LEP grant © Peerless Plastics

**Norfolk and Suffolk is a great place to build and grow a business, with stable and resilient firms, strong levels of business support and good business survival rates. This strategy looks to build on our nationally recognised innovation and research assets, to help foster the partnerships and collaborations that are increasingly driving the take-up of new technology and ideas that drive clean growth.**

How we guide businesses through this change, nurturing opportunities and providing business support, will be our measure of success. It is of paramount importance that we equip businesses with the know-how and tools to attract and develop the skilled people needed, adopt the right technologies, and understand the opportunities and requirements as we transition to net zero.

### → *What do we need to achieve?*

**Provide agile and adaptable business support that meet the needs of businesses imparting the knowledge and tools for business to transition to net zero, become more productive and resilient.**

Preparing for climate change will enhance the resilience of businesses and offers major benefits including better competitive positioning, access to new markets, procurement opportunities and the potential for new products and services through innovation. Failing to prepare could affect the performance and risk profile for businesses. Financial services, insurance and related professional services are vital in providing the finance businesses need to achieve this. We must continue to promote and support the significant assets across our two major centres in Norwich and Ipswich, and key assets in our market towns.

**Empower businesses to innovate, accelerate adoption and diffusion of innovation and access new markets.** Well-connected networks where people can easily and informally access the right expertise, and collaborate and share knowledge, are essential. 99% of Norfolk and Suffolk businesses are micro businesses and SMEs and many have found it challenging to invest time to understand what technologies and innovation will enhance their business and deliver resilience and sustainability. Strengthening this knowledge, support for start-ups, scale-ups, and the connections between entrepreneurs, existing businesses, and researchers (from both higher education institutions and innovation clusters) is a core priority of this Strategy. Innovative businesses can, with the right support, opt for markets they may never have thought were possible and expand their market share. This will become even more important as procurement frameworks strive to deliver net zero.

**Build resilient, shorter and sustainable supply chains.** Both the pandemic and the new trading arrangement with the EU have exposed and exacerbated long-standing fragilities within a range of long supply chains, with delays to and shortages of key materials and additional cost implications for businesses. This has presented opportunities for local businesses who can demonstrate they are efficient in business resilience, innovation, and sustainability. Equally, it has challenged others to focus more on these key objectives to ensure that they can retain and win contracts.

There are significant supply chain opportunities for businesses across Norfolk and Suffolk, with major infrastructure projects and public sector procurement alone offering vast potential. It is vital that these

opportunities are promoted effectively to local businesses, with the right provision of support and knowledge transferred to ensure they stand a strong chance of securing contracts.

**Right** – Outdoor education firm Wildplay received a Business Resilience and Recovery grant to support diversification  
© Wildplay



## Local partners will work together to:

*Sharpen and evolve the high-quality business support offer to ensure it meets the changing needs of businesses adapting to new ways of working, new technology and transition to net zero, by:*

**Joining the UN's Road to Net Zero**, embedding net zero into business advice and support, helping to enhance the knowledge and understanding of the scale of the opportunity for business, as well as putting in place a package of support, unlocking green finance to move our economy to zero carbon.

**Identifying opportunities to build on current public sector equity and loan schemes** for businesses to provide a full range of green finance options for our businesses including investment in early stage and high-risk innovation.

**Further develop 'investor-led' programmes** that supports businesses to understand and prepare to raise equity and other forms of finance.

**Develop a specialist business support programme** to grow a resilient, self-sufficient and effective voluntary, community and social enterprise sector, enabling them to provide inclusive supported work opportunities.

*Widen the cross section of businesses innovating and strengthen collaboration, learning and partnership between science, research and business by:*

**Simplifying the innovation support and routes to innovation funding through the New Anglia Growth Hub** collaborating with Innovate UK EDGE, delivery of Funding Fit workshops, embed innovation challenge funding, and providing bid writing support and mentoring ensuring a key focus on clean innovation.

**Identifying and brokering commercialisation opportunities** between the existing business base and our key research institutions, both higher education and private.

**Supporting ongoing cluster development, talent sharing, peer-to-peer networking, mentoring and innovation** across our sectors building on our world class research and innovation facilities and the Connected Innovation project.

*Further define the region's capabilities to drive forward new innovations, develop supply chains and access to new markets, by:*

**Enhancing targeted support for high-potential businesses**, delivering supply chain support programmes that equip local SMEs and the wider business base to maximise their potential to bid for and access local and national supply chains opportunities.

Building upon existing programmes such as Scale up New Anglia and Fit4OR New Anglia Programmes.

**Providing industry leadership through the All-Energy, Agri-Food and Digital Tech industry councils** to develop collaborative initiatives which unlock clean growth and capitalise on market opportunities including inward investment.

**Developing a resilient and sustainable VCSE sector**, delivering innovative solutions and relevant goods and services.

**Develop a new regional space sector plan and cluster group to help deliver net zero activities** relating to diverse areas such as – sustainable agriculture, crop science, climate change, marine science, offshore wind, transport and logistics. Proposed activity includes developing a regional satellite application hub and regional micro-gravity launch and test facility to enable testing of products in a 'space environment'.

**Creating partnerships with other parts of the UK**, including leading universities, to scope out shared and complementary capabilities to drive forward new clean growth innovations, develop supply chains and access to new markets.

**Promoting regional businesses to strengthen and stimulate supply chain opportunities** through Inward Investment and enterprise zone development.

# SUCCESS STORIES

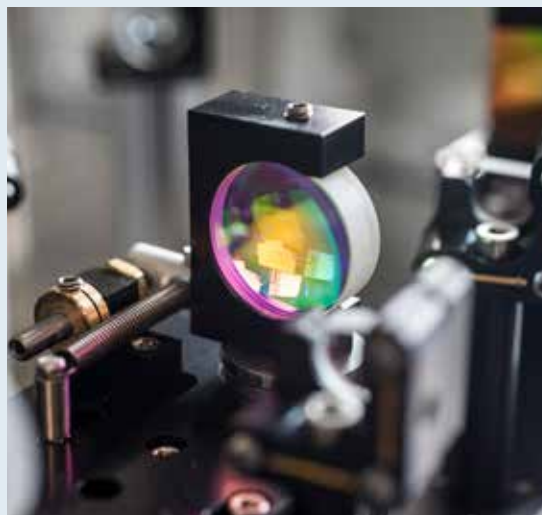
## Business Support

There is an extensive network of business advice services across Norfolk and Suffolk, centred around the New Anglia Growth Hub, which has supported 12,200 companies, awarded 1,400 grant applications and provided 70,000 hours of support. The wider network includes start-up agencies, business intermediaries, professional services firms and the VCSE sector.



## Low Carbon Innovation Fund

The Low Carbon Innovation Fund is a co-investment initiative worth over £100m aimed at SMEs operating in the East of England developing or deploying environmentally beneficial technologies. Beahurst ranked LCIF number one for being the most active impact fund. Impact defined as funds that have explicitly stated that having a positive social or environmental impact is central to all of their decisions.



## Connected Innovation Project

The Connected Innovation Project links Norfolk and Suffolk's innovation hubs with business to drive increased levels of business innovation and supports the adoption and diffusion of key technologies. The network provides expertise on technology trends, delivers challenge-led events and strengthens peer to peer learning between the hubs and the wider innovation ecosystem.



# PLACE

**TRANSFORMING THE NORFOLK AND SUFFOLK ECONOMY INTO ONE OF THE BEST PLACES IN THE WORLD TO LIVE, LEARN, WORK AND SUCCEED IN BUSINESS.**

*Places and communities are interconnected, depend on transport and digital links, and draw on many of the same labour markets and supply chains. The pandemic has changed the way businesses and communities live, learn and work and demonstrated the need for resilient, reliable and adaptable infrastructure. It has impacted places in different ways with the rise of the 'hyper-local' as people have had to stay closer to home, meaning larger centres have taken on a different role too.*

A family enjoying Bury St Edmunds.  
© Visit East of England



**Low wages, high levels of seasonal working, rise in cost of housing and connectivity are challenges that are particularly pronounced in rural and coastal areas, impacting certain demographics even more so than others. There are significant opportunities to address these challenges which this Strategy looks to take advantage of.**

### → *What do we need to achieve?*

**Promote Norfolk and Suffolk as a place rich with clean growth investment opportunities.** Utilising Norfolk & Suffolk Unlimited, through proactive, targeted campaigns and defined commercial propositions to attract and retain businesses and talent focussed on our strategic opportunities i.e. clean energy and GENERATE; ICT digital and 5G digitisation; agri-food and nutrition.

**Deliver local smart energy systems taking advantage of the region's strengths in clean energy generation.** With the demand and cost of energy increasing significantly there is an urgent need for business-led innovative projects that will speed up the uptake of smart energy systems by local communities to start benefiting from cleaner, cheaper and more consumer-friendly energy. A new approach to tackling the region's power supply is needed. At a Norfolk and Suffolk level, Local Area Energy Planning may be explored as part of the solution.

**Ensure everyone has digital connectivity.** Digital reliability and mobile connectivity improvements are even more critical than they were pre-pandemic with those businesses able to diversify into digital markets proving more resilient. An 'Outside In' approach with respect to full fibre delivery will help coverage

across the area and support levelling up in places that may otherwise struggle to see the improvements needed.

**Deliver innovative clean transport solutions that reduce the need to travel, encourage modal shift and support a thriving economy across all our geographies.** We must consider how we exploit the benefits observed around travel behaviour due to the pandemic alongside the deployment of alternative fuels (electric, hydrogen and biofuels) to support the decarbonisation of transport. Alongside this there are several pinchpoints that need to be overcome to support the resilience, reliability and flexibility of infrastructure.

**Deliver the right mix, quantity and quality of sustainable, energy efficient, affordable homes, commercial space and communities that are fit for the future and meet need.** Partnership working with housing associations, developers and local authorities is imperative to meet the identified needs. Long-term certainty on housing retrofit (heat, energy and transport), promotion of best practice support for sustainable new build and skills is needed. New development should deliver on biodiversity net gain and minimise harm to natural capital.

**Reduce the demand for water and energy through resource efficiency measures, ensure flood resilience and develop an innovative and circular economy.** Protect and enhance the natural capital of Norfolk and Suffolk enabling where possible greater public access for tourism and personal health and wellbeing.

**Freeport East** will further accelerate the UK's gateway to Asia and Europe, both in trade and investment, while establishing itself as a key component of the UK's hydrogen strategy and drive towards net zero. Comprising three Tax Sites at Felixstowe, Harwich and Gateway 14 together with seven Customs Sites, Freeport East can be developed at pace and provide the capability for businesses to promote Global Britain internationally whilst providing a return on investment. Over £300m of private sector funding will be unlocked, resulting in over 13,500 new jobs.

Centred on the UK's largest intermodal ports cluster, Freeport East is directly connected to European and Global shipping routes. Inbound components and raw materials can enter the Freeport directly from the point of entry into the UK and exports can access markets anywhere in the world by the most direct and cost-effective routes. 35% of the UK's containerised trade already passes through the Freeport area.

**Vibrant, healthy, resilient and reimagined cities, towns and communities** that take advantage of their diverse heritage, environmental and cultural assets and offer a high quality of life for people and business. The pandemic has shown the importance of our local centres and we must further support them to thrive by being creative, enterprising and entrepreneurial. There is a need to better align capital investment and land uses with the region's aspirations of clean, inclusive growth.

## Local partners will work together to:

*Promote the economic, environmental and social potential and qualities of Norfolk and Suffolk by:*

**Continuing to build Norfolk & Suffolk Unlimited**, communicating a clear, ambitious offer to the world to attracting the people, investors and businesses of the future.

**Working with the Department for International Trade** to develop and promote high-potential opportunities to foreign investors.

**Delivering the East of England Destination Development Plan**, ensuring we have strong and sustainable destination management organisation which together supports the delivery of a strong and sustainable visitor economy, with a particular focus in our Market Towns.

*Delivering the right mix of sustainable, energy efficient, intelligent homes, commercial space and communities that are fit for the future including:*

**Continuing to develop the Enterprise Zones**, accelerating investment in clean growth, seeking to embed clean energy generation, carbon reduction and striving for a circular economy.

**Identifying and addressing specific pockets of under-supply of suitable commercial space** to accommodate business growth.

**Maximising the potential of our key transport corridors**, especially the A14, A11 and A47, for the provision of high-quality premises allied to clean growth.

**Enhancing fixed and mobile digital infrastructure building** on initiatives such as the Norfolk & Suffolk Innovation Network, ensuring full coverage across urban and rural areas by working with network operators to maximise the impact of planned investments.

**Working with Transport East and Rail Taskforce groups to promote and deliver green travel choices and innovation**, as well as pinchpoint solutions and rail upgrades that improve infrastructure resilience, reliability and flexibility as well as more effective integrated services.

Right – King's Lynn

Left – Norfolk & Norwich Festival ©ChrisTaylor

**Seeking investments in the Alternative Fuel Strategy and Action Plan** being delivered with the Cambridgeshire and Peterborough Combined Authority.

**Working with Water Resources East to develop a Regional Water Management Plan** with linked initiatives to manage resources and improve quality, with particular focus on agri-food.

**Delivering the huge potential of Freeport East** to drive clean growth through clean energy, clean maritime, innovation, skills, trade and investment over its 25-year lifetime.

**Delivering low carbon, smart homes**, seeking to influence and inform the scope and ambition of new developments, reducing the need to travel where possible.

**Delivering at scale 'fabric first' retrofit of buildings.**

**Delivering flood defences** that unlock or protect housing and commercial development.



*Developing exemplar clean energy generation, networks and storage which benefit local businesses and communities including:*

**Working with UK Power Networks to address grid constraints for existing and new demand and generation**, moving away from the business-as-usual connection model to managing demand more flexibly, using smart technologies, and developing local power storage solutions.

**Increasing the number, quality and scale of local energy generation and storage projects** working with the Greater South East Energy Hub, utilising relevant funds and support and maximizing the clean energy opportunity on public sector premises.

**Next generation technologies focussed on reducing demand** including the generation of hydrogen; carbon capture storage; and a new resilient, flexible transmission network.

*Nurturing vibrant, inclusive and resilient cities, towns and communities by:*

**Identifying solutions that deliver affordable, low carbon, smart housing**, especially in rural and coastal areas, ensuring people in rural areas can access work and training opportunities flexibly.

**Developing and piloting new approaches to local services** through multi-purpose hubs and mobile facilities to reach all communities ensuring prosperous future for all.

**Delivering the five town deals already secured** and securing more.

**Building on the collaborative vision and expertise across the Norwich Institute for Healthy Ageing**, linking researchers and clinicians with care providers and developers to develop exemplar ageing society assisted living communities.

**The Norfolk and Suffolk multi-site Enterprise Zones**

will continue to drive investment and jobs growth in key locations and enhance supply chains across our high value sectors. The 16 commercial sites have already helped leverage more than £490 million of public and private investment in recent years with around 200 businesses supported and 4,500 jobs created. Retained business rates income has been reinvested into site infrastructure, new commercial buildings and economic development activities to help unlock sites and accelerate development. A new five-year plan was developed and launched in 2021 which sets out an exciting new direction for Enterprise Zones and a stronger focus on innovation and clean growth with new commercial developments already underway or in the pipeline.

Right – The new Greater Anglia fleet



# SUCCESS STORIES

## Destination Development Plan

Visit East of England, Destination Management Organisations, local authorities and the LEP created the Destination Development Plan for East Anglia which seeks to nurture and develop a sustainable tourism offer through a sustainable tourism group and plan, deliver the skills required for the sector through the East Academy for Skills in Tourism and consider how further application of digital and technological innovation can enhance the year round offer and productivity of the sector.



## Growing Norwich's £107m social enterprise economy

Norwich's new accreditation as a Social Enterprise Place recognises the already strong social enterprise sector in the city. It currently comprises of at least 53 businesses that are collectively employing 2,714 staff with a combined turnover of over £107m. The aim of FUSE Norwich is help develop and strengthen the sector and so play a vital role in ensuring Norwich has a diverse, inclusive, resilient economy that works for the whole community. The value of Norwich social enterprises is two-fold: they tackle local social and environmental issues as the very mission of their business, and they put the profit from doing that back into the community's pocket.



## Suffolk Inclusive Growth Investment Fund

In response to Covid 19 Suffolk's Public Sector Leaders launched the Suffolk Inclusive Growth Investment Fund totalling £1.65m to support projects that responded to the significant impact of the pandemic on Suffolk's businesses, employees, and the local economy. Projects supported include the creation of an Innovation Lab in Woodbridge, a package of digital business recovery support for over 100 businesses in Ipswich town centre and town centre projects in Eye, Sudbury, Hadleigh and Stowmarket to generate new business opportunities and footfall.



# MAKING IT HAPPEN

**This strategy reflects the opportunities and needs of Norfolk and Suffolk's growing clean economy and how it will respond in a fast-changing world.**

Local partners have put in place a strong partnership that has a track record of delivery. Norfolk and Suffolk partners know that the economy is most successful when they work together for the benefit of the people who live, learn and work here.

This strategy will not be delivered by one partner alone or by one strand of investment or actions. Local partners have a strong track record of delivery. Businesses, New Anglia LEP, business support organisations, local authorities, VCSE organisations, colleges and universities collaborate to deliver shared ambitions rather than focusing on organisational, sectoral or geographic boundaries.

The way in which government is structuring funding and what private sector investors are looking for is changing with environmental, social outcomes and governance becoming more important. To succeed, our approach to developing and delivering interventions, programmes and projects needs to adapt.

Addressing the challenges and making the most of the opportunities presented in this strategy requires strong leadership and robust governance. We will build on our existing governance model which has put Norfolk and Suffolk in a good position enabling us to be fleet of foot, but accountable to stakeholders.

We collaborate to deliver shared ambitions rather than focusing on organisational, sectoral or geographic boundaries. Our ambitions will be achieved through using the whole system to deliver, including local action plans and strategies and 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.

**The following tools and systems will support this way of working:**

**Delivery and investment plans** – This strategy provides a framework for partners to develop plans specific to their geography, sector or institutions which set out how projects and priorities will be delivered and funded, their outcomes and how partners will be mobilised to achieve them. Much of the delivery will take place through these plans.

**Drive delivery through existing groups and structures** including local authorities, industry councils, sector groups, business support organisations, the New Anglia LEP Innovation Board, the New Anglia Skills Advisory Panel, the New Anglia Clean Growth Taskforce, VCSE, education and anchor institutions.

**Collaborate with and learn from other parts of the country**, in particular our neighbours in Lincolnshire, Cambridge, Peterborough and Essex.

**Shared economic evidence base** which continues to evolve and stay live, providing partners with a reliable and consistent source of quantitative and qualitative evidence to support bids to secure funding, inform action and investment decisions.

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

**Identification of funding routes** across government, private sector and other funding providers.

**An annual stock-take of progress**, which will review progress and identify where changes are needed to reflect new economic or policy circumstances.

**Embedding evaluation** at the outset of planning, developing, and implementing interventions and actions, shearing lessons learnt embracing a shared process of continuous improvement.

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*Local partners have come together to agree this strategy and are all committed to collaborate, inspire, innovate, and invest to support our people, businesses, and places to adapt, transition and flourish.*

# GLOSSARY OF KEY TERMS

**Defining Clean Growth** Growing an environmentally positive and resilient economy by exploiting the region's strengths, driving the adoption of clean technology, efficient use of natural resources and reducing waste, accelerating sustainable infrastructure, equipping and empowering business and people to take advantage of the opportunities in moving to a zero-carbon economy.

**What does Net Zero mean?** Balance between greenhouse gas emissions emitted and removed from the atmosphere.

**Sustainable infrastructure** is the physical structures and facilities (e.g. buildings, roads, power supply) that meets society or enterprise essential needs, is environmentally friendly from end to end and is inclusive through design, to remove inequalities.

**Innovation** is developing and executing new ideas to create value - new ways a business or organisation delivers its products or services.

