

Economic Development Sub Committee

Item No.

Report title:	New Anglia Economic Strategy
Date of meeting:	30 March 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact The County Council has an opportunity to shape the refreshed Strategic Economic Plan for the New Anglia Local Enterprise Partnership, ensuring that it considers the impact of current Government policy (such as the current Green Paper on an Industrial Strategy and the White Paper on Housing), as well as the impact of Brexit, government willingness to devolve more powers and funding down to local areas and technology developments since the last plan was produced. By actively participating in the refresh (now to be called the New Anglia Economic Strategy), the Council will ensure that Norfolk's growth ambitions and investment priorities are clearly articulated to Government and other stakeholders.	

Executive summary

Government requested that Local Enterprise Partnerships (LEPs) produce a Strategic Economic Plan (SEP) for their area, which was required to be submitted by 31 March 2014. It was used to negotiate a six year 'Growth Deal'. The Deal gave access to a Local Growth Fund, worth £2bn nationally, which was designed to contribute to financing economic growth priorities. The current deal for Norfolk and Suffolk (Growth Deal 3), amounts to £69m, plans for which are in development and an update is provided elsewhere on this sub-committee's agenda.

While the SEP was submitted in March 2014, it was based on evidence and baselines dating from 2012. The current government has removed its requirements around when and how SEPs should be produced, so New Anglia partners have decided to refresh the SEP this year, given that the current evidence is five years old and much has changed economically and politically since the SEP was published.

The SEP will now be the 'New Anglia Economic Strategy' and will be launched at New Anglia's AGM in October 2017. It will form the primary evidence base for investment decisions.

The County Council's Leader participated in the initial scoping workshop for the Strategy in February and officers are represented on both the delivery team and steering group. Members will be kept up to date on developments, with a progress update being provided to the new set of sub-committee members at their first meeting.

Recommendations:

Members are requested to note:

- i) The New Anglia Economic Strategy, which will be produced by October 2017;**
- ii) That an update will be brought to the sub-committee on 1 June 2017, to brief the new set of Council members on the Strategy.**

1. The New Anglia Economic Strategy

- 1.1 Government requested that Local Enterprise Partnerships (LEPs) produce a Strategic Economic Plan (SEP) for their area, which was used to negotiate a six year 'Growth Deal'. The Deal gave access to a Local Growth Fund, worth £2bn nationally, which was designed to contribute to financing economic growth priorities. Norfolk and Suffolk's current allocation (Growth Deal 3) is £69m, plans for which are in development (and are covered in a separate paper to this sub-committee).
- The SEP was required to be submitted by 31 March 2014, but was based on evidence and baselines dating from 2012.
- 1.2 The time is now right to refresh the SEP for a number of reasons, including the change of Government and its revised policy around housing and industry, and the country's decision to leave the European Union (and the implications of this for business).
- For example, looking at the Energy sector, while Norfolk has 50 years of experience in oil and gas, current and emerging opportunities are in 'clean tech', which is any product, process or service which is able to provide superior performance and efficiency, at a lower cost, by harnessing renewable materials and energy sources, making responsible use of natural resources. This encompasses a range of local strengths - offshore wind, bioethanol production from sugarbeet at Wisington, energy from anaerobic digestion as well as the carbon capture/storage market - which need to be fully understood, in order to prioritise investment.
- 1.3 The refresh process – which will see the SEP become the New Anglia Economic Strategy - was kicked off at a meeting on 9 February of Norfolk and Suffolk local authority leaders, LEP board members and chairs of the Norfolk and Suffolk sector groups. They examined the current political and economic context, as well as anticipated future trends.
- 1.4 The evidence for the Strategy will be derived both from existing district Local Plans, the County Council's [Norfolk Infrastructure Plan](#), the existing [New Anglia Strategic Economic Plan](#) and new evidence on future trends that is being commissioned. The Strategy will not replace local plans, but rather sit above them, as an umbrella framework.
- 1.5 The Council is represented on both the Strategy's delivery team and steering group. On the former, Jo Middleton and Jane Locke are providing support on procurement, stakeholder communications and the assembly of the economic evidence base, while Vince Muspratt (Acting Assistant Director of Economic Development & Strategy), is on the steering group, to ensure that that the project is delivered to the brief and agreed timetable.
- 1.6 The refreshed strategy will be launched in October 2017, at the New Anglia AGM. An update on the process and emerging evidence will be provided to the new set of Economic Development Sub-Committee members on 1 June.

2. Approach to developing the Strategy

- 2.1 The approach to developing the new economic strategy is broken-down into six stages - Appendix A provides an illustration of these stages and summarises the high-level tasks within each stage.

Collaborative ownership of the strategy is imperative and stakeholder engagement and communication plays a vital role in each stage. Throughout

the process there will be a range of opportunities for partners to input and influence the development of the strategy.

Of the six stages the second and third stages are where most of the work will occur:

2.2 Stage Two – Building the Evidence Base

Having a strong robust evidence base which will inform and underpin the new economic strategy is vital. Better analysis will enable us to better identify the areas of focus which will deliver the step change required to achieve our vision and ambitions.

An evidence report will be developed in stage two and will contain:

- An updated economic profile for Norfolk and Suffolk;
- A range of maps which illustrate key aspects of the area e.g. assets, infrastructure, major capital projects;
- Future growth scenarios on key sector;
- SWOT analysis of Norfolk and Suffolk; and
- A compendium of data and evidence which all partners can use to monitor progress.

We will also look to carry out a more in-depth review of our targets looking beyond 2026.

2.3 Stage Three – Economic Review and Strategy Development

The evidence report will assist in identifying the strategic objectives and emerging theme for the new economic strategy. It will also act as a tool for all partners in the development of future action plans and strategies which support economic growth.

This stage will look to answer a number of questions which will help inform the strategy:

- Which strengths and opportunities should we exploit?
- What weaknesses and threats are potential roadblocks that we need to address to succeed?
- What can we do to create a difference from competitors that they would not be able to match? (Competitive advantages – strengths, assets and the way we do business)
- What interventions are required - existing and new?
- What do we need to do individually and collectively to achieve our ambitions?

2.4 By the end of the process we will have:

- An Economic Strategy for Norfolk and Suffolk which:
 - Identifies and provides strategic direction, nature and scale of the change needed to achieve transformational change;
 - Builds on our strengths, illustrates how we can achieve the step change and realise future opportunities;
 - Identifies drivers needed to be mobilised in order to achieve the vision;
 - Recognises the distinction between strategy and action; and
 - Provides a framework for action plans to follow.

- An evidence report which underpins the new economic strategy.
- A framework and tools which will help inform and prioritise investment decisions ensuring value for money and enabling delivery of the economic strategy
- A shared evidence and monitoring framework.
- A revised reporting pack and dashboard for LEP Board and partners.
- A communications and engagement plan aimed to ensure the strategy is implemented effectively.

2.5 Timetable

Scoping and Defining	January/February
<ul style="list-style-type: none"> • Agree requirements of common evidence base • Carry out tender process and appoint external expertise 	By 23 February End Feb with consultants in place by mid-March
Building the evidence base	March - May
<ul style="list-style-type: none"> • Local and external resources developing the evidenced base report. • A range of opportunities for stakeholders to help inform & develop the evidence base. 	Throughout
Economic Review & Strategy Development	June - July
<ul style="list-style-type: none"> • Analysis of evidence, identification of strategic objectives and emerging themes for the strategy. • Identifying and testing new approaches. • Second LEP Board, LA Leaders and Sector Leads Session to consider the evidence and identify strategic objectives and emerging themes 	Early to mid-June
Draft and Design	August
Third LEP Board, LA Leaders and Sector Leads Session to review draft economic strategy	End of August
Sign Off and Endorsement	September
Publish New Economic Strategy	25th October

3. Background

- 3.1 [March 2014 Cabinet Paper on the New Anglia Strategic Economic Plan](#) (pages 99-114 of the Cabinet papers)

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix A – Approach to developing the new Economic Strategy for Norfolk and Suffolk

