

SEMI FINAL DRAFT

East Suffolk Economic Strategy 2022- 2027

THIS IS A WORKING DRAFT DOCUMENT

This working draft report represents analysis and commentary which may contain a number of matters that may be subject to further exploration, analysis, clarification or confirmation. All draft outputs are subject to internal and external review procedures and accordingly there may be additions, deletions or amendments to the content following progression of work and/or consultation with our client.

Formatting is intentionally neutral to expedite editing and final proofing.

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FOREWORD

I am delighted to present the new East Suffolk Economic Strategy.

This new strategy is a very significant document which has been produced at a critical time. Locally and nationally we are adapting to a new post-pandemic and post Brexit world which brings a wide range of economic challenges and opportunities as we seek to build a fairer, greener and cleaner society.

This strategy reflects our firm commitment to the ongoing aim of enabling a vibrant local economy. We want to build a strong, sustainable economy for our future so that East Suffolk can achieve its maximum potential for the benefit of everyone who lives, works and visits the district. This requires a very particular focus on our people, our places and our businesses.

This strategy sets out clearly how East Suffolk Council and its partners can enable this.

East Suffolk possesses a strong and dynamic economy with a wide range of opportunities for future sustainable growth and this new Economic Strategy provides a clear framework, demonstrating how we will maximise the Districts economic potential for the benefit of everyone.

Steve Gallant
Leader, East Suffolk Council

EXECUTIVE SUMMARY

East Suffolk has major assets which can drive significant sustainable growth. However, we also have on-going socio economic and regeneration challenges. This Economic Strategy seeks to provide a balanced approach that enables us to leverage our economic assets and build a strong sustainable economy for the future while also addressing the challenges we face. We want our district to achieve its maximum potential, for the good of everyone.

OUR VISION

Our Vision for the next five years is straightforward. We want to offer support and encouragement to our people so they can access, obtain and use skills which will help them secure and create both opportunities and employment. We want to offer support and encouragement to communities in a way which helps protect, revitalise and regenerate the places we live, work and play in. We want to offer support and encouragement to businesses so they develop, grow and invest locally in a way which creates opportunities for our residents.

OUR STRATEGY

We will achieve our vision by focusing on three main priorities, People, Place and Business.

People

We will support access to education and skills development opportunities that enable our people to access employment and create jobs. The District's current and future workforce must be ready and able to fulfil the needs of business. Businesses need the right number of skilled people, in the right locations, at the right time. People need access to career opportunities that offer the rewards and fulfilment they seek and need. We aim for inclusive employment which maximises the nature of the available workforce. We will try and help employees and job seekers in our most deprived areas access work related opportunities. We will work with employers, entrepreneurs and academics to develop education, training and skills related opportunities which will help businesses and employees over many generations.

Place

We will protect, promote and enhance the places we live, work and relax in.

Places within East Suffolk have widely varying characteristics and for this reason, this Economic Strategy has been designed to address various place-based dimensions. It will ensure that sustainable economic growth of an appropriate scale and type is achieved alongside broader spatial development priorities.

The East Suffolk Economic Strategy is not just about supporting "new development" and large-scale regeneration. In parallel, and consistent with our Vision, it has "a job to do" in ensuring that all settlements across the district have vibrant and sustainable communities in which local people and businesses can thrive. This in turn means that barriers to work are broken down and sustainable economic growth genuinely is inclusive.

Alongside all of the above, this Economic Strategy must encourage and enable us to focus on our environment. East Suffolk has stunning natural capital and world class cultural, heritage and hospitality assets. We will put this environment at the heart of everything we do, protecting our beautiful district and enabling clean, green solutions to the climate and environmental challenges we all face. In practice, this results in five broad spatial areas of focus:

- Lowestoft
- Adastral Park and Innovation Martlesham
- Felixstowe and the Freeport East Zone
- Sizewell and Leiston
- Our market, rural and coastal towns

Business

We will support entrepreneurs and entrepreneurship in East Suffolk. East Suffolk's economy is dominated by micro and small enterprises, and we want to enable more to be established and thrive. To achieve this, we want to enable the provision of appropriate workspace and premises for small businesses, to equip small business owners / managers with the skills they need, and enable them to access all the support that is available to them.

We will encourage established local businesses to invest and grow in East Suffolk. To enable this, we will work closely with these firms to understand better the opportunities they are developing and the risks they are facing so we can support them as they take important operational, financial and strategic decisions.

We will attract inward investment to East Suffolk. East Suffolk has significant internationally competitive economic assets. The District's economy benefits substantially from these long established (Adastral Park, Felixstowe logistics cluster, CEFAS marine science hub and Sizewell) and fast gaining recognition assets (Offshore Wind Energy/LEEF at Lowestoft and numerous potential clean hydrogen developments). We will promote these and other assets East Suffolk can be proud of in order to attract investment from around the world with the aim of developing opportunities which will stimulate sector, supply chain and employment related opportunities for our businesses and our people.

We will focus on the opportunities and potential that exist in seven key sectors:

- Agriculture, food and drink
- Clean energy
- IT, tech and digital creative
- Manufacturing and engineering
- Marine and maritime
- Ports and logistics
- Visitor economy and cultural sectors

These sectors closely connect to priorities identified in the county and regional economic strategies. There is a cross-cutting commitment to enhance the environmental performance of key sectors across the board, to improve the efficiency of resource use and to align wider investment in both infrastructure and skills with the requirements of these sectors.

DELIVERING THE STRATEGY

Our economic ambitions can only be achieved by working collaboratively together with businesses, educators, partners and stakeholders. Within East Suffolk Council, we need to build on our excellent core services to ensure a joined-up approach to issues which impact economic development. We will continue to secure external funding and lever in wider investment via initiatives such as Levelling Up, the UK Shared Prosperity Fund and the County Deal.

We have developed an action plan to guide delivery of our Economic Strategy and we have adopted specific Key Performance Indicators to monitor our progress. We will report on our progress every year.

EAST SUFFOLK PROFILE

Located on the east coast of England, East Suffolk has a very diverse local economy, with outstanding economic assets and potential, and in some areas, long-term socio-economic regeneration challenges.

East Suffolk has a population of 248,000 with 81,000 people living in the north around Lowestoft, 25,000 living in the south around Felixstowe and about 3,000-10,000 living in market towns such as Woodbridge, Leiston, Framlingham, Saxmundham, Beccles, and Bungay, which are distributed across the middle of the District.

Micro and small businesses are found in abundance across the area. There are over 9,500 businesses within East Suffolk and the vast majority of these are small (fewer than 10 employees). In addition, there is a high incidence of self-employment, particularly in the south of the area. Throughout, the role of micro and small businesses in sustaining the fabric of economic life across East Suffolk is critical.

Alongside micro/small businesses, firms that have grown to at least medium size must be acknowledged. They act as anchors for their local communities, support local supply chains and represent opportunities for sustainable growth which can result in creation of employment opportunities for residents. They are often local, family-owned businesses and although not well known outside of East Suffolk, within it, their role is crucial.

The area also hosts important economic assets and offers opportunities that are amongst the most significant in the UK. These include The Port of Felixstowe (the UK's busiest container port), Adastral Park (BT's Global Research and Development Headquarters), CEFAS (The Centre for Environment, Fisheries and Aquaculture Science, an executive agency of the Department for Environment, Food and Rural Affairs), The Port of Lowestoft (a key location for the offshore clean energy industry), The East Anglia Array (including East Anglia ONE), Sizewell (including the proposed Sizewell C, Europe's largest infrastructure project).

These key assets are defining features of East Suffolk's current economic character and its future potential, with the commercial and infrastructure aspects standing alongside the natural beauty of the District and its power to attract people to it.

Travel across the District is challenging. Transport links are dominated by the A12 which forms a 40 mile north-south connective "spine", though journeys by car can be slow (often taking 80 minutes) and local rail services can be even slower (with trips from Felixstowe to Lowestoft taking over two hours).

The natural capital in the District supports a very distinctive and diverse visitor economy. This includes traditional seaside tourism, major festivals and events, attractions in market/coastal towns, outstanding landscapes, renowned heritage assets and a growing range of quality cultural/heritage activities. However, the economic asset represented by the visitor economy will be compromised if the natural capital represented by the beautiful environment is not protected while being enjoyed. Together, they demand attention and require careful management to develop their full potential in economic terms.

The District is blessed with significant strengths and opportunities which attract envy from across the UK, but real challenges exist which expose weaknesses which must be addressed.

EAST SUFFOLK STRENGTHS AND WEAKNESSES *NB presentational format to be amended*

STRENGTHS AND OPPORTUNITIES	Internationally significant assets such as Felixstowe, Aداstral Park, Sizewell and Offshore Clean Energy are global magnets.	Sizewell Nuclear Power Plants create a centre of excellence and economic opportunity.	Aداstral Park and Innovation Martlesham already attract significant investment with scope for more.	CEFAS offers an exciting new opportunity to develop a marine and bluetech cluster around it.
	Port of Felixstowe is the UK's biggest container port with deep water capacity to handle mega vessels	The Freeport East Zone provides a highly visible opportunity to attract new inward investment and attract high quality jobs	Lowestoft Gull Wing Bridge and flood defence works will enhance commercial opportunities and attractiveness of the town	Development of the East Anglian Offshore Array
	Clean Energy innovation initiatives including low carbon and hydrogen	High profile and high-quality market and coastal towns	Lowestoft Towns Fund and Heritage Action Zones	Heritage assets include the renowned Framlingham Castle and Sutton Hoo
	Cultural diary includes well known events such as the Latitude, Folk East and Aldeburgh Festivals	Natural capital including the Deben, Blyth, Alde and Ore estuaries plus Minsmere and Carlton Marshes	The local visitor economy embodies a high quality and well-known offer	ABP's Lowestoft Eastern Energy Facility (LEEF) offers key opportunities for offshore wind investment in the town
WEAKNESSES AND CHALLENGES	Distance from major economic centres such as London, Cambridge and Birmingham	Slow rail links, lack of major road network, distance from major airports	Skills levels generally below required levels particularly in the north of the district	Wage levels generally below required levels particularly in the north of the district
	Education and skills programmes not appropriately aligned with the needs of business and routes to employment	Limited higher education provision with a lack of locally available graduates	Young people tend to leave the district in search of career and lifestyle opportunities	Economically inactive population groups with limited economic productivity and increasing reliance on the State
	High house prices restrict ability of many local people to buy and encourage them to leave area	Employers experience difficulty in sourcing enough workers with appropriate skills	Sizewell C may create challenges for the local visitor economy and transport systems so mitigation funding must be wisely used	Socio economic imbalances between the north and south of the district
	Lack of business premises for small and medium sized forms.	Climate change, flooding and environmental challenges pose real threats	Smaller towns face post Covid revival challenges combined with lower profile and lower footfall than more well-known market/coastal towns	Lack of quality port side facilities and space ready for development

EAST SUFFOLK IN NUMBERS **NB presentational format to be amended**

Productivity per capita 2019	£49,286
Compound annual growth rate 2002-2019	1.89%
Compared with New Anglia LEP	£38,000 and 0.8%
Compared with UK	£56,670 and 0.7%

Source: ONS (2021)

Population 2020	259,373
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Population growth since 2001

East Suffolk	9.9%
New Anglia LEP	11.5%
UK	11.1%

Source: ONS Population Estimates

Enterprises:

Total	9,545
Micro enterprises	88.9%
Small enterprises	9.5%
Medium enterprises	1.3%
Large enterprises	0.3%

Source: Nomis

Weekly Earnings for Full Time Employees 2021

East Suffolk	£632.20
New Anglia LEP	£651.20
UK	£611.00

Source: ONS Annual Survey of Hours and Earnings

JSA claimant count March 2022

East Suffolk	41.9%
New Anglia LEP	59%
UK	60.2%

Current unemployment rate

East Suffolk	3.7%
New Anglia LEP	3.6%

Source: https://lginform.local.gov.uk/reports/lgastandard?mod-area=E92000001&mod-group=AllLainCountry_England&mod-metric=167&mod-type=namedComparisonGroup
(Number of claimants of jobseeker allowance who have been claiming for over 12 months, expressed as a percentage of the total number of job seeker allowance claimants).

Employment rate

UK October 2021	75.3%
East Suffolk Jul 2020- June 2021	71.1%
Norfolk Jul 2020- June 2021	76.2%
NALEP Jul 2020- June 2021	73.65%

Source: Nomis and ONS

Total GVA in 2019 (in 2018 monetary value)	£5.28bn
Contribution to NALEPs GVA	13.9%

Source: ONS

Average house prices

England March 2021	£274,615
Suffolk	£265,706
East Suffolk March 2021	£281,854
East Suffolk March 2020	£240,247
East Suffolk price increase	17.3%.
East of England price increase since 12/20	11.7%
Suffolk price increase since 03/20	15%
House price/earnings ratio – East Suffolk	8.1%
House price/earnings ratio – Suffolk	8.2%
House price/earnings ratio – England	7.7%

Source: Gov/Land registry

Qualification level obtained for 2020 East Suffolk population ages 16-64

NVQ4+	36.85%	48,900
NVQ3+	57.0%	75,800
NVQ2+	76.7%	102,000
NVQ1+	91.3%	121,400
Other	3.9%	5,200
None	4.8%	6,400

Source: Nomis

Qualification level obtained for 2020 East of England population ages 16-64

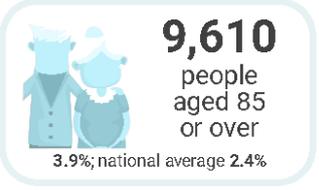
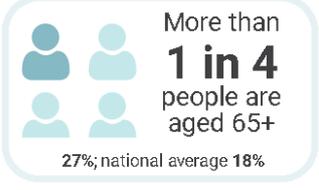
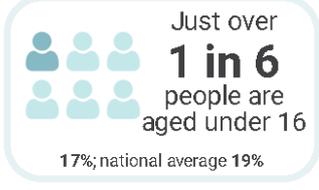
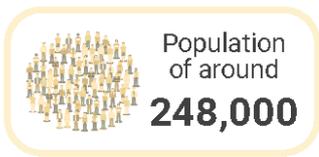
NVQ4+	39.3%
NVQ3+	58.0%
NVQ2+	77.0%
NVQ1+	88.8%
Other	5.6%
None	5.6%

Source: Nomis

Qualification level obtained for 2021 East Suffolk population ages 16-64

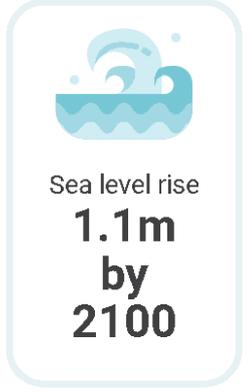
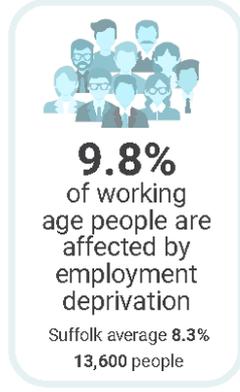
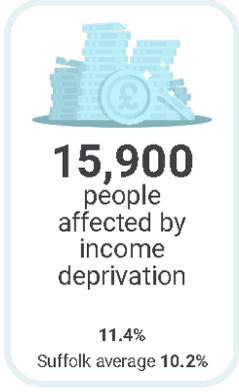
NVQ4+	39.4%
NVQ3+	55.3%
NVQ2+	76.4%
NVQ1+	90.7%
Other	3.8%
None	5.5%

Source: Nomis

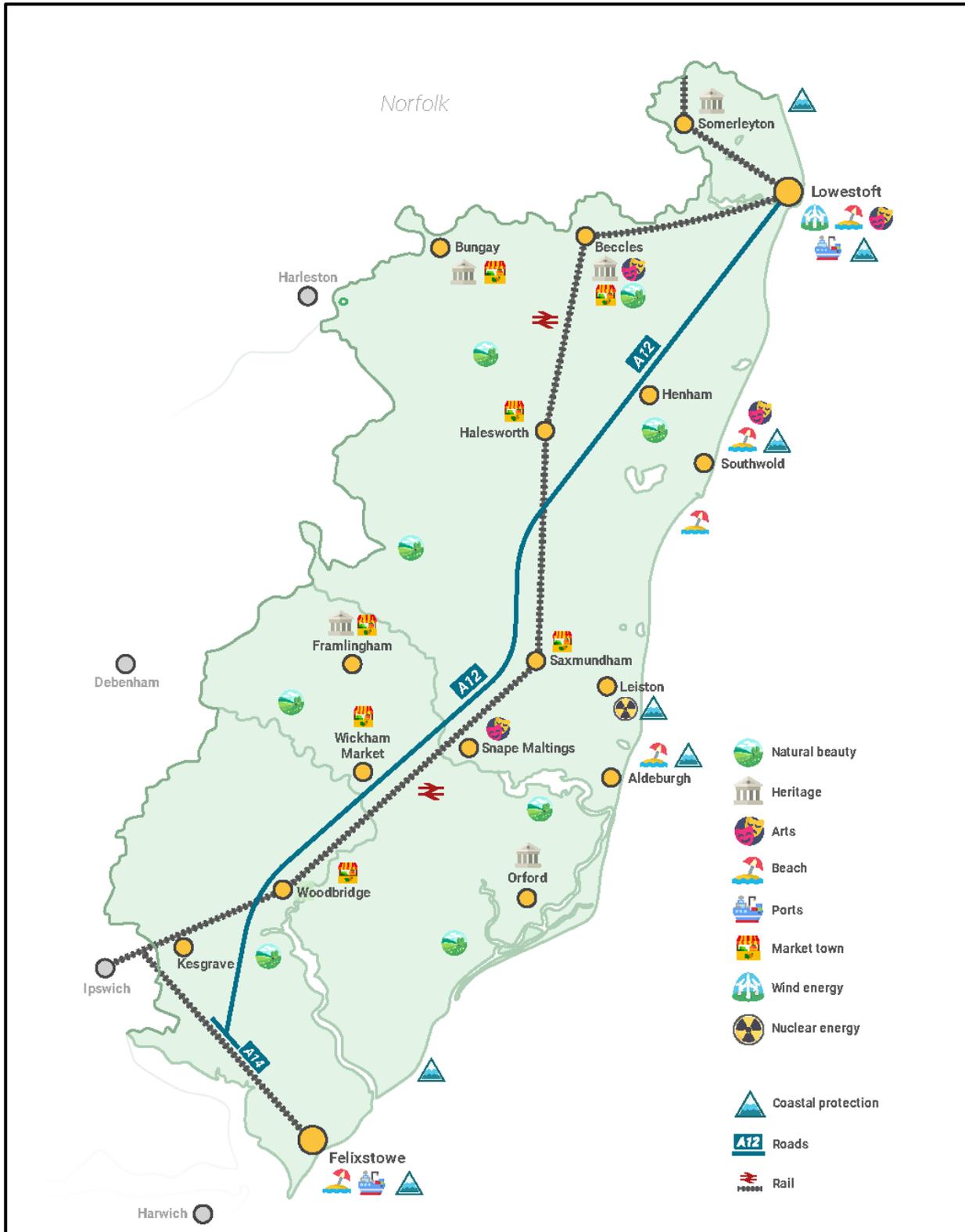


East Suffolk is a beautiful district with welcoming resorts, vibrant towns and delightful villages. It is proud of its amazing heritage and culture, and boasts 115 square miles designated as an area of outstanding natural beauty (AONB).

This is a part of the country with strong economic assets including the energy sector, ports and innovation, as well as agriculture and tourism. More than 9000 enterprises choose to locate themselves in East Suffolk and millions visit each year. We love the strengths of our area, but we also know that our diverse communities face some challenges, which our strategic plan will seek to address:



EAST SUFFOLK MAP



EAST SUFFOLK ECONOMIC STRATEGY 2022 - 2027: CONTEXT

The East Suffolk Economic Growth Plan covered the period 2018-2023.

The document set out a strategy with three main priorities around:

- Supporting entrepreneurs and entrepreneurship in East Suffolk
- Encouraging established businesses to invest and grow
- Attracting inward investment in East Suffolk, focused around existing/emerging sectors and supply chains

The following high-level achievements were supported and / or delivered:

Priority	Achievements
Supporting entrepreneurs and entrepreneurship in East Suffolk	<ul style="list-style-type: none"> • Support for appropriate provision of employment land and premises, such as Felixstowe @Inc, Innovation Labs Woodbridge and East Suffolk Council have invested in Riverside Business Centre and Leiston Enterprise Centre • Facilitating access to finance and business support, such as the East Suffolk Digital Springboard and Covid-19 business support grants distribution
Encouraging established businesses to invest and grow	<ul style="list-style-type: none"> • Encouragement of appropriate forms of skills and workforce development that business can find the skills they need, and people from East Suffolk are equipped for the jobs those businesses generate. Such as the Youth Employment Service • Support for appropriate provision of employment land and premises, such as the delivery of the Enterprise Zone programme • Key sector development programmes
Attracting inward investment in East Suffolk, focused around existing and emerging sectors and supply chains	<ul style="list-style-type: none"> • Work to address key infrastructure constraints (including in relation to transport, housing, flood risk and digital connectivity) such as establishment of Freeport East; securing over £30m for the Sizewell C Economic Programme; substantial development within the offshore and renewable energy sector; Gull Wing Bridge; Full Fibre roll out in Lowestoft; development of the £500m+ Lowestoft Town Investment Plan; securing the £25m Lowestoft Town Deal; delivery of the town development programme; Heritage Action Zones; Felixstowe South Seafront programme and Visitor Economy infrastructure improvements. • Engagement in marketing and promotion across East Suffolk, such as visitor economy product development and engagement with partners marketing activities • Securing £xxxm of external funding to support the delivery of the Growth Plan

The strategic context for the refreshed East Suffolk Economic Strategy has many different “layers”. These are defined within Suffolk, at LEP level and nationally.

This Strategy will respond to these and, over time, shape them.

The Norfolk and Suffolk Economic Strategy

the Norfolk and Suffolk Economic Strategy was published by New Anglia Local Enterprise Partnership (NALEP) in January 2022 and outlines ambitious plans for future growth across Norfolk and Suffolk. It aims to bring together public and private sector partners with education and the VCSE sector, and sets out NALEP's ambition for Norfolk and Suffolk:

'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.'

NALEP want Norfolk and Suffolk to be:

- A higher-performing, clean, productive and inclusive economy.
- An inclusive economy with an appropriate and highly skilled workforce, where everyone benefits from clean economic growth.
- The place where high-growth businesses with aspirations choose to be.
- A well-connected place, locally, nationally and internationally.
- An international-facing economy with high-value exports.
- A centre for the UK's clean energy sector.
- A place with a clear, defined, ambitious offer to the world.

The NALEP Strategy captures its core focus as follows:



The leadership offered by NALEP on key regional economic issues is welcomed and East Suffolk Council work in partnership with NALEP in order to drive benefits for our District, our businesses and our residents. This is particularly important as the clean energy, Agri food and ICT/digital focus outlined above reflects the dominance which East Suffolk enjoys in these areas.

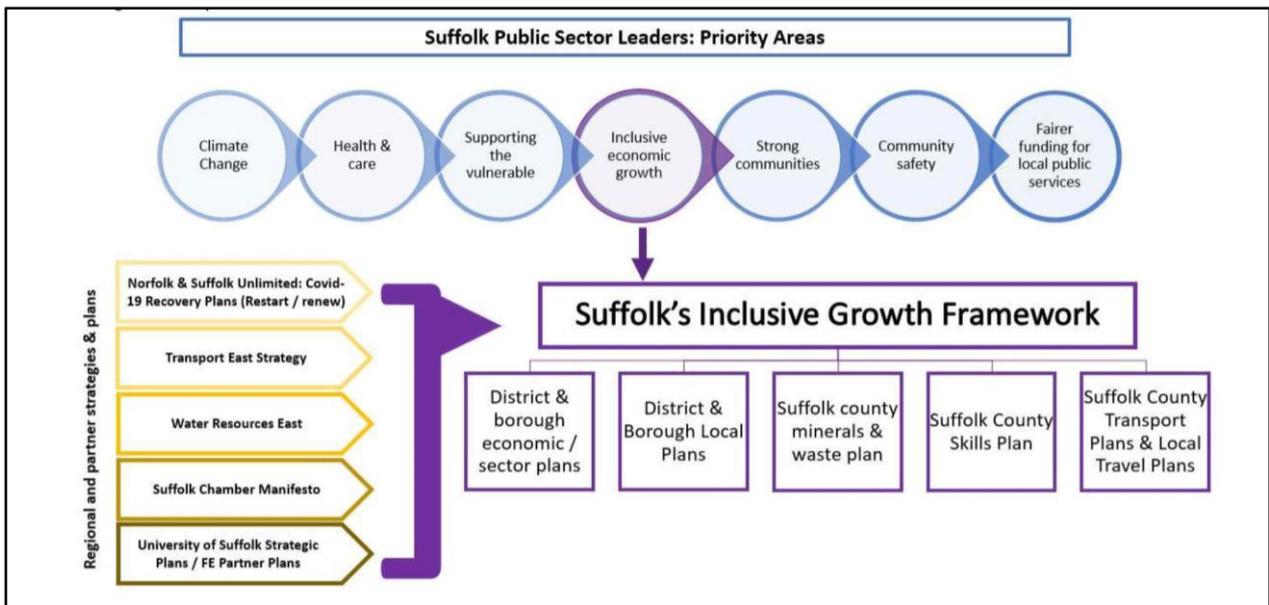
Suffolk Growth Framework

This Framework sets out details of inclusive growth aims, support for businesses and draws together Suffolk's spatial approach for future development across the county, identifying key areas for new homes, employment sites and the infrastructure needed to support growth.

The Framework is grounded in agreed Suffolk wide priorities, Local Plans, and shared inclusive economic aims. Since March 2020 the focus has been on responding to the pandemic but work also continues on seven priorities, agreed to guide work and investment pre-Covid 19, and continuing to provide a strategic focus for Leaders during and post-Covid 19. The seven priorities are:

- Inclusive economic growth
- Climate change
- Health & Care
- Supporting the vulnerable
- Strong communities
- Community Safety
- Fairer Funding for local public services

The Framework is focused on inclusive economic growth, but involves work in an integrated way to deliver across all priorities and development of inclusive growth indicators to better measure outcomes.

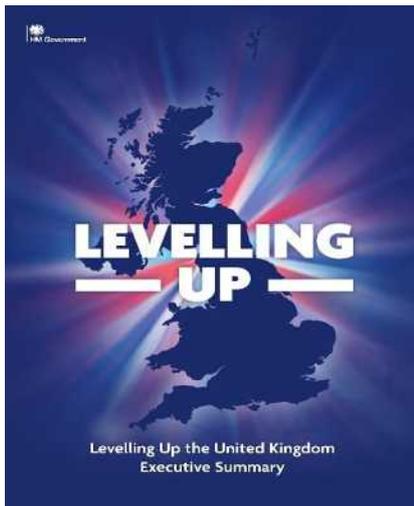


The key aims of the Framework include:

- Make Suffolk an optimal location for business expansion, sustainability, and viability across all sectors
- Meet identified skills/employment needs to aid inclusive economic growth & improve job opportunities
- Create a consistent/transparent planning approach to improve housing delivery/community development
- Secure investment in economic & social infrastructure

The Levelling Up White Paper

In February 2022, the Government published its Levelling Up White Paper.



This paper serves to guide activity around the country's economic development landscape and sets out twelve "clear and ambitious medium-term missions", with target objectives through to 2030. These missions will guide the UK's approach to levelling up over the next decade and set the medium-term ambition of the government and are an anchor for the expectations and plans of the private sector and civil society. An initial suite of headline and supporting metrics for measuring and tracking progress against levelling up outcomes are set out in a separate document which is published with the White Paper.

Although always subject to change driven by political preferences, the levelling Up Agenda is going to shape near term Government policy and funding priorities as follows:

Investment Priority	Summary of objectives
Community and Place	<ul style="list-style-type: none">• Strengthening our social fabric and fostering a sense of local pride and belonging.• To build resilient and safe neighbourhoods.
Supporting Local Business	<ul style="list-style-type: none">• Creating jobs and boosting community cohesion by supporting local businesses.• Promoting networking and collaboration and stimulating innovation and growth.• Targeted support to help businesses grow - e.g. innovation, productivity, energy efficiency, low carbon and exporting.
People and Skills	<ul style="list-style-type: none">• Boosting core skills and support adults to progress in work.• Supporting disadvantaged people to access the skills they need.• Funding local skills needs and supplementing local adult skills provision.• Reducing levels of economic inactivity and supporting those furthest from the labour market.

It is important therefore that, if/where possible, our strategy and planning is aligned with the Levelling Up agenda so we can compete for and secure funding support for our priorities. There is clear overlap between our priorities and those outlined by Government as follows:

OUR PRIORITY	LEVELLING UP PRIORITY
People	People and Skills
Place	Community and Place
Business	Supporting Local Business

SPATIAL DEVELOPMENT POLICY

Alongside wider economic policy, the East Suffolk Economic Strategy is informed by, and informing of three existing Council plans.

The East Suffolk Council Strategic Plan (2020-2024)

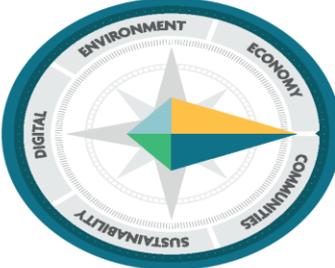
This provides the framework to deliver a huge range of vital services for our local communities. The Council's ambition is to deliver the best possible quality of life for everyone who lives in, works in, and visits East Suffolk. This plan acts as the council's 'compass', guiding all its decision making:

WE ARE EAST SUFFOLK

We are proud of East Suffolk and we know you are too

Our aim is to deliver the highest quality of life possible for everyone who lives in, works in and visits East Suffolk. To help us achieve this, we will use this strategic plan as our compass to guide all our decision making.

Within the compass, our five key themes show the direction we will take. All themes are interconnected and complement each other.



GROWING OUR ECONOMY - Let's build a strong sustainable economy for our future; we want our district to achieve its maximum potential, for the good of everyone in the area.

ENABLING OUR COMMUNITIES - Working together, we will enable our communities to identify opportunities and challenges, we will empower them to make a difference; we will support our communities to enhance the places we live and work for the well-being of all.

REMAINING FINANCIALLY SUSTAINABLE - We will grow and prosper as a council; we will ensure we are well-run; provide value for money and strive for excellence.

DELIVERING DIGITAL TRANSFORMATION - Digital technology can transform the way we work and live; we will use technology to make services efficient and easily accessible to all and assist our communities to embrace and access new technologies.

CARING FOR OUR ENVIRONMENT - We know you are concerned about our environment; we are too, so we will put the environment at the heart of everything we do.

East Suffolk Council Strategic Plan 2020-2024

WE ARE EAST SUFFOLK

East Suffolk is also covered by the Suffolk Coastal and Waveney Local Plans, covering the former Suffolk Coastal and Waveney districts. *The Draft Local Plan for Waveney* was published in March 2019. It made provision for just over 542 homes per year (9,756 over the lifetime of the plan 2018-36) and 6,500 jobs over the period 2014-36, with more than half of both totals to be in Lowestoft. Beccles is the other major location identified for sustainable growth (on a smaller scale than Lowestoft).

The Local Plan will continue to promote sustainable growth and regeneration in Central and Coastal Lowestoft, where there are plans to deliver significant new housing and sustainable economic growth (including industry, retail and leisure). The issues relating to economic performance are acute in these areas but have potential for transformation.

The Local Plan for Suffolk Coastal

This was approved in September 2020 and set an ambition for the area to significantly boost sustainable economic growth, housing delivery and to attract investment, whilst delivering at least 542 homes a year. The area covered by the Local Plan is part of a wider area within which there are strong functional economic and housing market relationships. This wider area includes Ipswich Borough and Mid Suffolk and Babergh Districts which also border Ipswich. Strategic economic priorities include.

- Provision of land to deliver significantly more than the baseline requirement of 11.7ha for employment
- Provision for employment and sustainable productivity growth equivalent to the creation of at least 6,500 jobs
- Supporting the Port of Felixstowe
- Development of a new business park at Felixstowe Road in Nacton.
- Sustaining and growing the rural economy
- Supporting the vitality of town centres, district centres, local centres and local shops across the District

The Ports of Felixstowe and Lowestoft, BT Campus at Adastral Park, offshore/renewable/clean energy and Sizewell perform key economic activities and provide significant opportunities that are also supported by micro and small businesses and self-employed persons. In order to maintain the significant contribution of operations like the Port of Felixstowe and Sizewell, the Local Plan took a positive approach to land allocations required to meet the demands of these sectors, especially in the context of the A12 and the A14 corridors.

The Future

Our Economic Strategy is being produced at a critical time as we adapt to a new post pandemic, post EU exit world and a geo-political shock in eastern Europe. This strategy is also produced at a time when devolution, the County deal and future development of Local Enterprise Partnerships are under active discussion. All this means that this strategy will need to be kept under review so any changes can be made if / as required as the future unfolds.

Our current plans are based on dynamics which we understand and can cater for. Our Economic Strategy sits alongside and is closely linked to the framework provided by our own Strategic Plan, the County and region wide economic strategies, and the Levelling Up agenda. We have identified headline outcomes as Key Performance Indicators we will use to track our progress. These indicators are reflective of these interconnecting strategic drivers.

OUR VISION

Our Vision for the next five years covers 3 ambitions for our local economy:

- support and encourage our people so they can access, obtain and use skills which will help them secure and create both opportunities and employment.
- support and encourage communities in a way which helps protect, revitalise and regenerate the places we live, work and play in.
- support and encourage businesses, so they develop, grow and invest locally in a way which creates opportunities for our residents.

We will achieve our vision by focusing on three main priorities, People, Place and Business.

EAST SUFFOLK ECONOMIC STRATEGY 2022 - 2027: STRATEGY

PEOPLE

We will support access to education and skills development opportunities that enable our people to access employment and create jobs.

The district is blessed with economic opportunity that will be the envy of other locations. The next 5 years represent a once in a generation opportunity to create prosperity if/as key initiatives such as Freeport East, Project LEEF/Offshore Clean Energy, Towns Fund and Sizewell C projects progress. It is imperative that we harness these opportunities to ensure that our people and communities benefit.

The District's current and future workforce must be ready and able to fulfil the needs of business. Business needs the right number of skilled people, in the right locations, at the right time. People need access to career opportunities that offer the rewards and fulfilment they seek and need. We aim for inclusive employment which maximises the nature of the available workforce. We will try and help employees and job seekers in our most deprived areas access work related opportunities. We will work with employers, entrepreneurs and academics to develop education, training and skills related opportunities which will help businesses and employees over many generations. We will work with partners to:

- Develop education, training and skills related opportunities to help businesses recruit skilled staff to stimulate enterprise, to ensure residents can access jobs
- Build relationships between academics/educators and businesses to help them communicate with businesses and ensure they can be communicated to residents
- Encourage provision of education/training relevant to business need/work prospects for residents and supports career paths for all
- Develop relationships with specialists at Higher Education providers to support business relevant engagement
- Supporting new initiatives such as a hospitality academy and a logistics college to develop specialist skills
- Ensure that Apprenticeships and other work placement related initiatives are actively promoted and fully supported

PLACE

We will protect, promote and enhance the places we live, work and relax in.

Places within East Suffolk have widely varying characteristics and for this reason, this Economic Strategy has been designed to address various place-based dimensions. It will ensure that sustainable economic growth of an appropriate scale and type is achieved alongside broader spatial development priorities. But the East Suffolk Economic Strategy is not just about supporting "new development" and large-scale regeneration. In parallel, and consistent with our Vision, it has "a job to do" in ensuring that all settlements across the district have vibrant and sustainable communities in which local people and businesses can thrive. This in turn means that barriers to work are broken down and sustainable economic growth genuinely is inclusive.

This Economic Strategy must also encourage and enable us to focus on our environment. East Suffolk has stunning natural capital and world class cultural, heritage and hospitality assets. We will put the environment at the heart of everything we do, protecting our beautiful district and developing clean, green solutions to the climate and environmental challenges we all face.

East Suffolk Council will support our environment by:

- Becoming a carbon neutral council by 2030 and look for environmental benefit in all we do.
- Minimising waste generated and encouraging the reuse of materials and recycling.
- Exploring new ways of encouraging and investing in the use of renewable clean energy.
- Using our influence and our regulatory functions to protect our natural environment.

In practice, this results in five broad spatial areas of focus:

- Lowestoft
- Aداstral Park and Innovation Martlesham
- Felixstowe and the Freeport East Zone
- Sizewell and Leiston
- Our market, rural and coastal towns

In parts of East Suffolk, these spatial priorities have a major regeneration focus with physical infrastructure required alongside a pressing need for social and economic regeneration. Elsewhere, the challenges relate more to accommodating sustainable growth. In both circumstances, the need to align significant planned housing delivery with sustainable economic development is crucial and judicious use of resources. This is of particular importance where use of water is concerned, as we face real challenges.

East Suffolk's water supply is provided by two companies and the local authority is divided into three water resources zones. These present challenges including the inability to supply new non-household demands (where the water is used for processing or manufacturing) until key works have been completed as well as significant pressures, from climate change, sustainability reductions and especially growth. Some of these might be resolved through demand management options, a transfer from the west, and future resource development. Work is underway to explore solutions.

Looking at each spatial area:

Lowestoft

Lowestoft is East Suffolk's largest town. It has seen significant investment in business, transport and gigabit infrastructure (c£170m), in further education (c£10m), CEFAS (c£16m), offshore wind (c£25m) and flood schemes (c£60m+). However, the town has ongoing deep-seated socio-economic regeneration challenges, some of an inter-generational character.

East Suffolk Council will support regeneration and investment in Lowestoft by:

- Encouraging further investment in the clean energy and marine sectors while further developing the supporting infrastructure for both businesses and people.
- Supporting the development of ABP's Lowestoft Eastern Energy Facility (LEEF) which offers key upgrades to marine facilities at Lowestoft's Outer Harbour to support sustainable growth of the offshore wind sector in the town, creating key capabilities to support the UK's net zero ambitions.
- Developing opportunities for the seafront and the town centre, recognising that the visitor economy and cultural sectors need to play a key role in both but that they also need to continue to evolve.
- Capitalising on the £24.9m Town's deal and deliver 5 major regeneration projects that will be a catalyst for attracting further funding and investment from both public and private sectors.
- Deliver the aspirations set out within the Lowestoft Town Investment Plan/Town Centre Masterplan
- Building on the success of cultural initiatives such as Heritage Action Zone, the Ness and First Light Festival and delivering the Lowestoft cultural Strategy
- Emphasising skills and workforce development, working with local schools, colleges and businesses to improve employability, enhance skills provision and support uptake of courses and access to jobs. With a particular focus on the most deprived wards to ensure they maximise the benefits of large-scale investment in Lowestoft.
- Encouraging community-led economic regeneration in the town
- Continuing to advance infrastructure priorities in Lowestoft (road, rail, port, digital and flood related), including emphasis on Lowestoft in the Levelling UP and wider Suffolk infrastructure prioritisation processes.
- Using the Council's assets/powers in an integrated way to further Lowestoft's regeneration priorities
- Continue to expand, support private sector partners and invest in the Enterprise Zones to bring forward development.
- Working with partners in Great Yarmouth to drive scale/synergy of regeneration/sustainable growth in Suffolk.

Adastral Park and Innovation Martlesham

Adastral Park / Innovation Martlesham, and the area surrounding it, is providing a major focus for sustainable growth. Significant housing development has already been delivered with more underway at Brightwell Lakes, and there are aspirations for further sustainable employment growth. East Suffolk Council will support the process of sustainable economic growth around Adastral Park by:

- Encouraging activities linked to Innovation Martlesham and Adastral Park, helping to create a national centre for a global digital economy; and encouraging the work of the Tommy Flowers Institute
- Aligning the nature of planned housing provision with the range and types of local job opportunities and working styles, recognising that informal workspaces and home working are increasingly important.
- Supporting links to the University of Suffolk, University of East Anglia and University of Essex, particularly in relation to higher education in the sphere of data science.

Felixstowe and the Freeport East Zone

Felixstowe is East Suffolk's second largest town which accommodates an international gateway alongside a traditional seaside location. It is the UK's busiest container port and forms part of the Haven Ports cluster which with Harwich International Port is a central part of the Freeport East initiative.

East Suffolk Council will encourage regeneration and sustainable growth in Felixstowe by:

- Continuing its role as Lead Authority for Freeport East
- Supporting the on-going work of Felixstowe BID
- Supporting the visitor economy with particular focus on developing a year-round offer and continued investment in tourism assets
- Supporting processes of enterprise and entrepreneurship within Felixstowe
- Supporting measures to enhance the skills, education and employability of young people
- Supporting the development of new initiatives such as a logistics college to develop specialist skills
- Encouraging strong links between the Port and growing micro/small businesses.

Sizewell and Leiston

Sizewell is a village located between the coastal towns of Southwold and Aldeburgh. It is dominated by the Sizewell nuclear power stations. Leiston is a market town close to the Sizewell site.

East Suffolk Council will support investment at Sizewell by:

- Maximising the potential economic benefits of Sizewell C and working with the developers to secure substantial funding and influence of benefit to the people, places and business in the district.
- Supporting the operations of Sizewell B, particularly in relation to labour market, skills issues and supply chain.
- Maximise the local economic benefits of the proposed Sizewell C development in areas such as employment, skills, supply chain, inward investment and tourism mitigation/ development with the support of the substantial economic mitigation programme
- Monitoring and engaging with development of Sizewell C, ensuring that this is linked to clear economic development outcomes, working to manage and mitigate any risks and learning from the experience at Hinkley Point in respect of supply chains, inward investment, employment and skills.
- Working with town and community groups in Leiston and around Sizewell to ensure that the benefits associated with development are harnessed for local people and risks/challenges are minimised.
- Provide a detailed masterplan for Leiston that provide transformation change for future generation and priorities for delivery.
- Secure private and public sector funding and investment to deliver the actions of the Leiston masterplan

Our market, rural and coastal towns

These vary in character and vibrancy: some are major destinations within the visitor economy, others are much less well known outside East Suffolk, relying instead on local service functions, family-owned businesses and small and micro- enterprises. Much of East Suffolk is rural and sparsely populated, with communities living in hamlets and villages, many in remote locations. These rural locations are often beautiful, nestled within the outstanding environment we enjoy in the district.

East Suffolk Council will support these settlements by:

- Encouraging the on-going work of Place based Teams and encouraging similar models elsewhere to support locally-led approaches to social and economic well-being and sustainable growth.
- Encouraging and engaging with the East Suffolk Strategic Plan's four 'Enabling Communities' objectives which cover Community Partnerships; Taking positive action on what matters most; Maximising health, wellbeing and safety in our District; Community Pride.
- Making connections between young people and local employers, particularly in the key sectors outlined elsewhere in this Economic Strategy
- Ensuring that market and coastal towns have appropriate levels and types of small business and grow on space provision, recognising that there are market failures in this context and that a positive approach to enterprise provision will be important
- Working to ensure that industrial estates and other business locations have good broadband connectivity
- Supporting local solutions to local housing challenges, particularly affordability for younger people.
- Continuing to implement the East Suffolk Towns Initiative to support locally-led approaches to social and economic well-being and sustainable growth
- Encouraging and supporting the Digital Towns programme, making the case for improved digital connectivity, both broadband and mobile, to reduce the challenges of digital deprivation
- Working with the Growth Hub to ensure it and other business support solutions help local business
- Encouraging local networking ventures to reduce isolation and increase connectivity.

BUSINESS

Entrepreneurs and entrepreneurship

We will support entrepreneurs and entrepreneurship in East Suffolk.

East Suffolk's economy is dominated by micro and small enterprises, and we want more of them to be established and then thrive. To achieve this, we want to provide workspace and premises suitable for small businesses, to equip small business owners / managers with the skills they need and enable small businesses to access the support that is available more generally.

Micro and small enterprises take many different forms, some are represented by self-employed individuals, often home-based, and often with restricted capacity or capability to grow. Often these enterprises have limited potential but provide valuable lifestyle-based sources of income. Some other businesses have significant sustainable growth potential, particularly those with links to major knowledge-based assets such as Innovation Martlesham.

Most of these businesses will face similar challenges as they start, develop and hopefully survive, then thrive. These challenges include the knowledge/skill of entrepreneurs, finding appropriate premises, cashflow/access to finance, access to skilled workers, broadband connectivity or access to transport. There are many issues to consider as we aim to help those who drive the creation of businesses. Encouraging the formation of small business and an environment in which they can survive and grow, is central to this Economic Strategy. Working with partners we will:

- Support our people - they have great ideas which are often translated into business opportunities. We want to encourage more people to turn their ideas into reality by giving them access to education, training, skills and business support opportunities which will help them develop their ideas into successful ventures.
- Encourage provision of space for small businesses across East Suffolk, including incubators and innovation centres as well as informal "makerspaces" (providing the basic tools for design and production).
- Coordinate support to help business owners and people develop the knowledge/skill they need, to facilitate access to cashflow advice or /access to finance, to support initiatives which develop workforce skills, to drive enhanced broadband coverage and to develop enhanced transport systems.
- Encourage provision of "move on" accommodation for growing businesses.
- Encourage formal and informal networking and mentoring, some place-based and some with a sectoral focus, to provide support to new enterprises and entrepreneurs
- Engage with master planning and other processes to ensure that provision for new enterprises is designed into new/expanded communities, including through live/work space and the re-use of buildings
- Ensure that entrepreneurs and small business owners/managers are aware of support that is available through Council led schemes, the Growth Hub, Suffolk Chamber of Commerce, and specialist providers
- Make town centres "small business friendly", recognising that High Streets are in need of post Covid rejuvenation while small businesses need homes, so empty space may need to be repurposed.
- Encourage community groups and local councils to nurture micro/small businesses (especially those with social purpose) as part of a more symbiotic relationship between communities/businesses.
- Support businesses to become and remain resilient in the face of both ongoing, known and new challenges
- Support businesses to address climate/environmental challenges and move to a Net Zero operating basis

Local businesses

We will encourage established local businesses to invest and grow in East Suffolk.

We want our established and medium sized businesses to invest and grow. To encourage this, we will work closely with these firms to understand better the opportunities they are developing and the risks they are facing so we can support them as they take important operational, financial and strategic decisions.

There are around 25 local businesses with more than 250 employees and a further 120 with between 100 and 249 staff so we will work to:

- Forge deeper links with East Suffolk businesses via an effective key account management programme (to include a proactive relationship management programme and a systematic approach to capturing and using business intelligence) to help reinforce major firms' commitment to the district
- Ensure businesses know how to access support when facing difficulties and/or making decisions as the post Brexit, post Covid commercial world evolves.
- Collate "real time intelligence" on skills provision and employment to address skills and workforce employment priorities, steer funding priorities for workforce skills and link more generally with educators and skills development providers.
- Encourage, influence and facilitate engagement with apprenticeship (and other) programmes, recognising that larger businesses pay the apprenticeship levy
- Understand businesses' infrastructure needs and other priorities (responding where possible), and contribute a business perspective to the process of infrastructure prioritisation
- Increase business awareness of and participation with support from New Anglia Growth Hub, DIT, Innovate UK, Suffolk Chamber of Commerce and others.
- Support the development and adoption of clean technologies across sectors.
- Support SMEs to increase their productivity through innovation, adoption of digital technologies and strengthened management capacity.
- Encourage supply chain and procurement development which benefits local business
- Ensure that businesses of all sizes are encouraged to innovate and in doing so develop new products, processes, services and markets

Inward investment

We will attract inward investment to East Suffolk.

East Suffolk has internationally competitive credentials. The District benefits from economic and commercial assets that are long established (Austral Park, Felixstowe logistics cluster, CEFAS marine science hub and Sizewell) and fast gaining recognition (Offshore Wind Energy/LEEF at Lowestoft and numerous potential clean hydrogen developments). We will promote these and other assets East Suffolk can be proud of in order to attract investment from around the world with the aim of developing opportunities which will stimulate sector, supply chain and employment related opportunities for our businesses and our people.

Sizewell represents a big opportunity which can be leveraged to encourage businesses involved in its supply chain to establish local bases, particularly if a campus style initiative can be developed. Freeport East will also be important in this context as it represents a flagship Government initiative which can be a significant driver of inward investment activity in the next 5 years. We will integrate our activities with key partners including DIT, NALEP, Suffolk County Council, key sector groups such as the Sizewell consortium and key economic assets such as our Ports.

We will work with partners to:

- Develop an attractive proposition which highlights the strengths of the district, provides a focus on key sectors and places to provide compelling messages which stimulates interest from prospective investors.
- Undertake research to explore the locations/characteristics of prospective investors to focus efforts on those territories, sectors, firms, functions and people most likely to be interested in East Suffolk.
- Implement effective/efficient marketing strategies to communicate with/interest prospective investors
- Deliver lead generation/sales activities to engage and develop dialogue with prospective investors
- Triage enquiries once received and identify those representing genuine potential as investors
- Develop welcome services to enable inbound delegations/business tourists to explore the area
- Ensure that investors who choose to locate in East Suffolk are given all possible onboarding support
- Deliver investor development support to firms moving to the area so they thrive and remain local.
- Ensure that businesses receive support to access the right networks via initiatives such as Generate which connects opportunities to people.

Supporting our sectors

In working towards our Vision and advancing our priorities we will pay particular attention to the opportunities and potential that exist in seven key sectors:

- Agriculture, food and drink
- Clean Energy
- IT, tech and digital creative
- Manufacturing and engineering
- Marine and maritime
- Ports and logistics
- Visitor economy and cultural sectors

These key sectors have strong links to the Suffolk Growth Framework and regional economic strategy. There is a cross-cutting commitment to enhance the environmental performance of key sectors across the board, to improve the efficiency of resource use and to align wider investment in both infrastructure and skills with the requirements of these sectors.

Agriculture, Food and Drink

Agriculture, food and drink are important and long-established sectors in East Suffolk. We want to ensure that businesses in these sectors are at the forefront of new advances (in technologies, resource-use solutions and routes to market) during changing market circumstances, especially in the post Brexit and post Covid worlds which present challenges as mechanisms and processes of support are re-engineered, particularly where staff shortages, and delays in transportation have been concerned.

East Suffolk Council will support these sectors by:

- Ensuring a strong link to regional initiatives in respect of Agri-tech in general and the application of data-driven technologies in particular (including links with activities at Adastral Park)
- Sustaining a dialogue with existing businesses to ensure that changing labour market and skills issues are quickly recognised/acted upon (particularly in the context of a changing supply of migrant labour) with issues about resource use appropriately reflected in relevant local and regional policy.
- Working with partners to encourage provision of appropriate skills development opportunities to help the workforce upskill as / when required.
- Working to promote local food and drink as part of East Suffolk's visitor economy and cultural offer
- Advancing opportunities for the local fishing sector, particularly development of routes to market, including as part of a local food offer (linking in with the visitor economy, as outlined above).

Clean Energy Sector

The clean energy sector is crucial for East Suffolk and the next few years should see further significant opportunities.

These relate to investment and supply chain opportunities in offshore wind energy and nuclear power generation, but they also relate to rapidly emerging hydrogen initiatives.

East Suffolk Council will support the clean energy sector by:

- Continuing to ensure appropriate land and premises provision (to enable the offshore clean energy sector, and its supply chain, to thrive) and to explore if/how land/premises could or should be developed near Sizewell. (to enable ongoing operations and possible future plans.
- Supporting the development of Sizewell C, ensuring that this is linked to clear economic development outcomes, working to manage and mitigate any risks and learning from the experience at Hinkley Point in respect of supply chains, inward investment, employment and skills.
- Working with New Anglia LEP to promote and advance the 'Generate' and 'East of England Energy Coast' initiatives to recognise and develop the potential of East Suffolk's specialisms in renewables, nuclear, hydrogen and gas.

IT, tech and digital creative

Through BT's activities at Adastral Park, and the work of both multinational firms and key start-ups, East Suffolk has a world class knowledge base involving IT, tech and digital creative.

The sector is bringing high quality jobs to East Suffolk and the Council will support it by:

- Continuing to support and encourage the development of Innovation Martlesham and Adastral Park
- Promoting the strength of local assets in these sectors alongside the outstanding quality of life that East Suffolk can provide
- Ensuring that there is provision of small business accommodation appropriate to the needs of new and small IT, tech and digital creative businesses (recognising that some will be "informal" space)
- Working with local communities to identify appropriate spaces in town centres for small digital businesses, possibly through the re-use of surplus retail space
- Continuing to encourage links with the region's universities to develop appropriate links into higher education encouraging businesses in other sectors to benefit fully from the potential of digital enabling technologies advancing particularly, and alongside New Anglia LEP, the potential of a link between the telecoms specialisms at Adastral Park and applications in high tech agricultural firms.

Manufacturing and Engineering

Manufacturing and engineering are sectors of cross-cutting importance that relate to many others such as food and drink, and clean energy. Although sometimes under the radar, they are major employers and, at the town level, individual firms (some of which have long histories in East Suffolk) have emerged as the hub of local labour catchments.

East Suffolk Council will support these sectors by:

- Working with businesses, schools and further education providers to promote apprenticeships and other forms of workforce development, and more generally working with employers to understand changing circumstances in relation to labour supply and workforce skills
- Engaging in appropriate promotional activity (for the area and the businesses/sectors within it), using planning policy to ensure a suitable and appropriate supply of B2 sites and premises.

Marine Sector

East Suffolk has always enjoyed a rich heritage associated with the fishing sector and the Renaissance of East Anglian Fisheries (REAF) initiative seeks to reinforce this via a partnership between public/private sector organisations with a common interest in the future of the fisheries and seafood sector in East Anglia. The opportunity of developing a marine science cluster (similar to the tech cluster at Adastral Park) around CEFAS is potentially game-changing for East Suffolk in general and Lowestoft in particular. CEFAS has world class expertise in marine science and technology, notably in relation to aquatic environments, biodiversity and food security. It has already brought significant investment and numbers of high-quality jobs to Lowestoft and the opportunity to build on this is very important indeed.

East Suffolk Council will support these sectors by:

- Forging stronger links to CEFAS and REAF and working to develop a stronger marine cluster.
- CEFAS are working for healthy/productive oceans, seas and rivers as well as safe/sustainable seafood and we will work with them to offer support as they develop. There is great potential for CEFAS to act as a magnet to attract other organisations to the area and as a catalyst for their development via measures linked to skills, business support, land and property.

Ports and Logistics

The port of Felixstowe is a major economic driver in the south of East Suffolk and an internationally significant logistics hub. It is the UK's busiest container port and 8th largest in Europe and forms part of the Haven Ports cluster which with Harwich International Port is a central part of Freeport East. The port at Lowestoft is also important, with strong links to the clean energy sector with ABP's proposed LEEF initiative offering exciting opportunities. Both will need to continue to adapt to the post Brexit UK. The aim must be to add value and local economic impact to port-related activities, whilst mitigating and managing environmental pressures.

East Suffolk Council will support these sectors by:

- Continuing to lobby (collaboratively with Suffolk County Council, Haven Gateway Partnership, Suffolk Chamber of Commerce and national agencies) for ongoing development of appropriate transport infrastructure
- Working closely with ports and port users to facilitate investment in employment land and premises to support the sustainable growth and maintain the competitiveness of our ports and logistics sector and associated industries
- Sustaining a close dialogue with the major employers to identify key business development issues, particularly in respect of skills and labour supply in connection with the Port of Felixstowe, Freeport East and LEEF.

Visitor economy and cultural sectors

The visitor economy and closely related cultural sectors together account for a significant part of East Suffolk's economy. As sectors, the visitor economy/cultural sectors face some challenges including low wage levels, low productivity, low skills levels, seasonality of employment and lack of staff. At the same time, however, the vibrancy of these sectors is a significant factor in "what makes East Suffolk special". It is frequently what causes many people to want to live and work in the area, as well as to visit it.

East Suffolk Council will support these sectors by:

- Nurturing local supply chains through the promotion of local food and drink, particularly when there is a clear association of brands with East Suffolk, such as Adnams Southwold Bitter.
- Working with partners, particularly the Suffolk Coast Destination Management Organisation, to define a "year-round offer" and promote the area as a place to live, work and visit all year.
- Working with partners to develop a compelling proposition and attractive products that will entice visitors and deliver a high-quality experience.
- Helping to define a visitor economy "offer" in relation to East Suffolk's market towns using the Councils expertise and resources to collect, collate and share data.
- Exploring development of a brand-new data set and a baseline for performance measurement of our visitor economy, taking a national lead in establishing a set of key performance indicators.
- Continued investment in tourism assets to enhance our visitor economy 'product' and encourage an ongoing programme of investment that will enrich the visitor experience.
- Develop initiatives to support the training, development, recruitment and retention of staff suitably qualified to deliver an excellent service for visitors to the region.
- Ensuring that skills development is central to academia/business, so local people and businesses learn to be the best and deliver a world class service to visitors via support for development of a Hospitality Academy.
- Support our town centres and high streets as they recover from and adapt to new post Brexit, post Covid worlds where staff and customer dynamics have changed so much

EAST SUFFOLK ECONOMIC STRATEGY 2022 - 2027: DELIVERY

An action plan will be developed alongside this Economic Strategy. This will clearly set out actions, resources, delivery targets and outputs. We will use a range of indicators to chart progress in advancing the East Suffolk Economic Strategy.

Our Economic Strategy is being produced at a critical time as we adapt to a new post pandemic, post EU exit world and a geo-political shock in eastern Europe. This strategy is also produced at a time when devolution, the County deal and future development of Local Enterprise Partnerships are under active discussion. All this means that this strategy will need to be kept under review so any changes can be made if / as required as the future unfolds.

Our current plans are based on dynamics which we understand and can cater for. Our Economic Strategy sits alongside and is closely linked to the framework provided by our own Strategic Plan, the County and region wide economic strategies, and the Levelling Up agenda. We have identified headline outcomes as Key Performance Indicators we will use to track our progress. These indicators are reflective of these interconnecting strategic drivers.

EAST SUFFOLK ECONOMIC STRATEGY 2022 - 2027: REPORTING

Our key performance indicators will be:

1. Productivity

This is our headline outcome indicator because it relates more to the quality of sustainable economic growth rather than simply the quantum. Overall, people who work in East Suffolk will not be able to command higher wages unless productivity improves, and productivity depends on a raft of factors (of which skills and sectoral structure are uppermost). East Suffolk's productivity performance has been and is projected to be mixed as the south of the district has historically performed better than the north. GVA, (a key measure of productivity) is currently XX% per annum. In real terms, our target is to increase average annual GVA by XX% between 2022 and 2027.

2. Jobs

It is important that East Suffolk continues to generate new jobs. We currently have XXXXXX people in employment. Job's growth has been challenging in the past, particularly in the north of the area. We will track job vacancies and report on the emerging trends. We aim for jobs growth of XX% per annum over the next five years with a total workforce of XXXXXX by 2027.

3. Businesses

Across different sectors and in different places, our Economic Strategy attaches significant weight to supporting the formation, the sustainable growth and the attraction of businesses across East Suffolk. Currently, we have 9,545 enterprises and we aim to see the stock of enterprises grow in net terms by about XX% per annum to XXXX by 2027. We would like to see the number of new businesses created each year average at least XXXX over the period. We would like to see the number of businesses relocating to the district each year average at least XXXX over the period, with the number of jobs created as a result average at least XXXX each year.

4. Innovation

The number of Patent applications submitted within the district demonstrates the dynamics of the local area. In 2020 a total of 157 patents were granted to companies located in East Suffolk. We want to support increased levels of innovation and wish to encourage a 5% growth rate in patents each year.

5. Skills

Ensuring that residents have appropriate skills for our economy is a priority for the Council. Currently 57% of our residents have qualifications up to NVQ level 3 and above. We want to ensure that during the next 5 years this figure improves to the regional average (currently 58%)

6. People

At present 77.6% of residents are economically average. This is 3% lower than the East of England average of 80.5%. We want to support those residents that are seeking employment to ensure that they can access new opportunities in the local economy.