

**FROM:** Deputy Chief Executive

**REPORT NUMBER:**

**K94**

**TO:** STRATEGY COMMITTEE

**DATE OF MEETING:** 16 September 2010

**RESPONSE TO THE GOVERNMENT'S CONSULTATION REQUEST ON LOCAL ENTERPRISE PARTNERSHIPS**

**1. PURPOSE OF REPORT**

- 1.1 To advise Strategy Committee on Government proposals to establish Local Enterprise Partnerships (LEPs).
- 1.2 To seek approval from Strategy Committee that Babergh's response to Government's consultation on Local Enterprise Partnership supports the creation of an East Anglian LEP.

**2. RECOMMENDATIONS**

- 2.1 That Babergh responds to the Government's consultation on Local Enterprise Partnerships (LEPs) by supporting the proposal for the creation of an East Anglian LEP as set out in Appendix 2 and Appendix 3 of this report.

The Committee is able to resolve this matter.

**3. FINANCIAL IMPLICATIONS**

- 3.1 It is not yet clear whether the operational/administrative costs of running a Local Enterprise Partnership will fall on local partners or they will receive Government funding.
- 3.2 In terms of capital and revenue funding to develop physical projects and run programmes a key issue will be how much funding is available from central government.

**4. RISK MANAGEMENT**

- 4.1 This report is most closely linked with the Council's Significant Business Risk No. 3 – "Partnerships". Key risks are set out below:

<b>Risk Description</b>	<b>Likelihood</b>	<b>Seriousness or Impact</b>	<b>Mitigation Measures</b>
Consensus is not achieved from Local Authorities and Business Leaders on a preferred LEP model.	Significant	Critical	Discussions are underway with all potential partners to explore the favoured LEP option.

<b>Risk Description</b>	<b>Likelihood</b>	<b>Seriousness or Impact</b>	<b>Mitigation Measures</b>
The Council is required to allocate significant financial and staff resources to develop and support the running of the agreed LEP for the Babergh area.	Low	Critical	The costs of the LEP for Babergh will be discussed, evaluated and monitored and reported back to Members.

## 5. **EQUALITY AND DIVERSITY IMPACT**

- 5.1 The formulation of the LEP with strong clear leadership and long-term vision for private and public sector-led renewal should ensure that all groups within Babergh's community are represented and benefit from a strong and vibrant local economy.

## 6. **KEY INFORMATION**

### Context

- 6.1 Appendix 1 sets out the Government's intention to replace Regional Development Agencies (in Babergh's case the East of England Development Agency – EEDA) with Local Enterprise Partnerships (LEPS).

### What are Local Enterprise Partnerships

- 6.2 LEPs are first tier local authority and business led bodies with the objective of creating the right environment for business and growth in their areas.
- 6.3 LEPs are to be governed by a board drawn from an equal membership of businesses and civic leaders, chaired by a "prominent business leader".

### What will LEPs do?

- 6.4 LEPs will provide strategic leadership for their area and set out economic priorities and tackle issues such as planning and housing, local transport and infrastructure, employment, enterprise, the transition to a low-carbon economy, support for business start-ups and encourage links between business and universities.
- 6.5 It is expected LEPs will play an important role in the formation of bids and the co-ordination of Regional Growth funding.
- 6.6 It is not clear at this stage which, if any, of EEDA's strategic responsibilities or what proportion of its budget will be devolved to LEPs, or whether Local Authorities will be expected to contribute towards funding.

### Potential LEPs Options for Babergh Area

- 6.7 Various discussions are ongoing across the East of England, between local authorities and businesses, regarding the options for specific LEP areas within the region.
- 6.8 The following options for Suffolk have been the subject of discussion:

- (a) An expanded 'Haven Gateway Partnership' option, including north Essex and possibly Gt Yarmouth, with all Suffolk Districts except St Edmundsbury and Forest Heath, who could link with Cambridge/Greater Cambridgeshire Partnership.
- (b) An 'East Anglian' option including Suffolk, Norfolk, Cambridgeshire and north Essex, which on balance is likely to provide critical mass and includes the economic functional areas of the Haven Gateway and Greater Cambridge and Norwich partnerships.

#### Expanded Haven Gateway Partnership (HGP) Option

6.9 The Haven Gateway is a local partnership that has a strong track record of delivery. Whilst consideration has been given to HGP forming the basis of a LEP the Chairman of HGP has advised:

"We explored very seriously the possibility of an LEP covering the Haven Gateway area but quickly found that we did not have the size, either in terms of population or GVA (Gross Value Added) to be effective against some of the big LEP structures which were emerging and therefore unlikely to have clout with Government at national level and with Europe.

Hence, HGP has confirmed its support for the proposed East Anglian LEP and the proposed Essex/Kent LEP.

#### East Anglian LEP

6.10 This has been considered, and supported at Suffolk Leaders and Chief Executives meetings. This proposed LEP would cover the area of North Essex, Suffolk, Norfolk and Cambridge.

6.11 The support from Suffolk businesses and Suffolk Local Authorities to an East Anglian LEP (with Babergh's support being subject to ratification of this Committee) is set out at Appendix 2 and Appendix 3 of this report.

6.12 In summary, this support for an East Anglian LEP is based upon:

- The need to create a strategic and powerful LEP that can genuinely influence local, national and international bodies.
- Preference and support of businesses for an East Anglian LEP.

6.13 It is proposed that the East Anglian Local Enterprise Partnership should have a strategic role rather than being involved in detailed delivery. It would articulate the vision for growth and muster businesses and public sector bodies to deliver that vision, drawing in resources as necessary from the Regional Growth Fund and elsewhere.

6.14 It would work with Government to maximise East Anglia's potential for contributing to national growth derived from its concentration of high value added business sectors and low carbon growth sectors.

6.15 It is proposed it would develop sector champions and where necessary sector groups for key growth sectors to promote those sectors, providing networking opportunities and identifying and resolving any barriers of growth, as well as targeting and welcoming potential inward investors.

6.16 It would shape land use and infrastructure planning but would leave delivery to local government utilities etc. It would rely on local delivery partnerships where these made sense to tackle key local issues e.g. Haven Gateway Partnerships.

7. **CONCLUSION**

7.1 In view of the comments at 6.12, and the emerging strong support from within Suffolk for an East Anglian LEP it is concluded that Babergh should response to Government that it supports the creation of an East LEP as set out in Appendix 2 and 3.

8. **APPENDICES**

Appendix 1 – Letter from HM Government to Local Authority Leaders and Business Leaders

Appendix 2 – Letter from Suffolk County Council to Secretaries of State

Appendix 3 – A proposal for an East Anglia LEP

9. **BACKGROUND PAPERS REFERRED TO:**

None

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To: Local Authority Leaders and Business Leaders  
Cc: Local Authority Chief Executive Offices

29 June 2010

Dear colleague,

### **Local enterprise partnerships**

We are writing to you to invite you to work with the Government to help strengthen local economies. The Coalition Government is committed to reforming our system of sub-national economic development by enabling councils and business to replace the existing Regional Development Agencies. The purpose of this letter is to invite local groups of councils and business leaders to come together to consider how you wish to form local enterprise partnerships.

We are working with the Regional Development Agencies (RDAs) to enable this transition. We are reviewing all the functions of the RDAs. We believe some of these are best led nationally, such as inward investment, sector leadership, responsibility for business support, innovation, and access to finance, such as venture capital funds. Some of their existing roles are being scrapped, such as Regional Strategies. The forthcoming White Paper on sub-national economic growth will set out our approach in more detail.

Separate arrangements will apply in London, where discussions are currently underway with the Mayor of London on how we can further decentralise powers, particularly in the context of the abolition of the Government Office for London.

We are determined that the transition from the existing RDAs be orderly, working to a clear timetable.

Meanwhile, we are keen to encourage local businesses and councils to work together to develop their proposals for local enterprise partnerships. We want to encourage a wide range of ideas, and to aid that, we would suggest some parameters.

#### **Role**

We anticipate that local enterprise partnerships will wish to provide the strategic leadership in their areas to set out local economic priorities. A clear vision is vital if local economic renewal is to be achieved. The Coalition Government is determined to rebalance the

economy towards the private sector. We regard local enterprise partnerships as being central to this vision.

Partnerships will therefore want to create the right environment for business and growth in their areas, by tackling issues such as planning and housing, local transport and infrastructure priorities, employment and enterprise and the transition to the low carbon economy. Supporting small business start-ups will therefore be important. They will want to work closely with universities and further education colleges, in view of their importance to local economies, and with other relevant stakeholders. In some areas, tourism will also be an important economic driver. Further details will be set out in the forthcoming White Paper.

#### **Governance**

To be effective partnerships, it is vital that business and civic leaders work together. We believe this would normally mean an equal representation on the boards of these partnerships and that a prominent business leader should chair the board. We would, however, be willing to consider variants from this, such as where there is an elected mayor responsible for the area, if that is the clear wish of business and council leaders in the partnership area. The governance structures will need to be sufficiently robust and clear to ensure proper accountability for delivery by partnerships.

#### **Size**

We have been concerned that some local and regional boundaries do not reflect functional economic areas. We wish to enable partnerships to better reflect the natural economic geography of the areas they serve and hence to cover real functional economic and travel to work areas.

To be sufficiently strategic, we would expect that partnerships would include groups of upper tier authorities. If it is clearly the wish of business and civic leaders to establish a local enterprise partnership for a functional economic area that matches existing regional boundaries, we will not object. We will welcome proposals that reflect the needs of every part of England, not least areas that are economically more vulnerable. Government is keen to work closely with and through capable local enterprise partnerships which meet these criteria.

#### **Going forward**

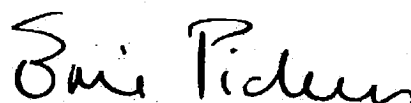
As set out in the Budget, we will publish a White Paper later in the summer, which will set out the Government's approach to sub-national growth. Legislation to abolish RDAs and enable local enterprise partnerships was announced in the Queen's speech and is expected to be introduced to Parliament in the autumn.

We would therefore welcome outline proposals from partnerships of local authorities and businesses, reflecting the Coalition Government's agenda, as soon as possible, and no later than 6 September.

Yours sincerely



The RT Hon Dr Vince Cable MP  
**Secretary of State for Business,  
Innovation and Skills**  
and President of the Board of Trade



The RT Hon Eric Pickles MP  
**Secretary of State for  
Communities and Local Government**



By e-mail

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6 September 2010

Dear Secretaries of State

### **A LOCAL ENTERPRISE PARTNERSHIP FOR EAST ANGLIA**

On behalf of Suffolk Businesses and Suffolk Local Authorities and in response to the Secretaries of State's letter of 29 June we are submitting the enclosed proposal for a Local Enterprise Partnership for East Anglia to cover the interlinked economic geographies of Cambridgeshire, Norfolk, Suffolk and North Essex.

Suffolk Partners are looking to create a strategic and powerful Local Enterprise Partnership with the strength and breadth of coverage and business support to enable it to be genuinely influential - locally, nationally and internationally.

We recognise that Suffolk's economic geography does not stop at County boundaries but is interlinked with the economies of Cambridgeshire, Norfolk and Essex. The strategic issues for business growth and prosperity transcend local government boundaries and need a collective and coherent approach.

Suffolk businesses have been consulted and their response is clear. Suffolk businesses say that a Local Enterprise Partnership should be a powerful strategic body. Their clear preference is for an East Anglian Local Enterprise Partnership (see enclosed report from the Suffolk Chamber of Commerce, IoD and FSB).

Suffolk County Council and its partners believe that the Local Enterprise Partnership should have a strategic role rather than being involved in detailed delivery. It should articulate the vision for growth and muster businesses and public sector bodies to deliver that vision, drawing in resources as necessary from the Regional Growth Fund and elsewhere. An East Anglian LEP would be supported by local delivery organisations on the ground and by local business groups who would ensure that the views of local businesses are heard.

Suffolk is well placed to contribute to the ambition for East Anglia to drive the UK economy, drawing on a concentration of dynamic high value added and low carbon businesses and with an international reputation for innovation and enterprise. Suffolk has notable sectoral strengths, including:

- Expertise in offshore oil and gas
- Major opportunities for offshore renewables
- Nuclear facilities at Sizewell
- A concentration of ICT expertise in and around the BT Research HQ at Adastral Park
- Felixstowe, the largest container port in the UK
- Equine Industry at Newmarket
- Strong tourism sector, backed up by a strong local food and drink offer and a dynamic agricultural sector
- Emerging new sectors e.g. Bio tech and pharmaceutical industries.

In addition the economy benefits from proximity to Europe and London.

And Suffolk's ambition to Create the Greenest County is underpinning a growing move to low carbon business models.

However Suffolk's economy has some structural weaknesses. Workforce skills levels are below average. Some areas of deprivation persist particularly in parts of Lowestoft and Ipswich. Ipswich has a relatively high dependency on public sector employment and its economy is therefore at risk as the public sector shrinks. Access to high speed broadband is very low, placing severe constraints on business growth in market towns and rural areas.

Our economic development strategy therefore focuses on building on our strengths to develop thriving clusters of businesses in knowledge based sectors, with a particular focus on low carbon sectors. We believe that we can do this best within the context of the wider East Anglian economy recognising the key business sectors we share, such as energy, biotech and ICT, that the energy, port related and agricultural industries operate over a sub regional area and their supply chain draws from a similar catchment area and that key transport links such as the A14, A11 and A12 bind the East Anglian economy together.

Suffolk partners are aware that proposals will be coming forward from Norfolk and Cambridgeshire for local enterprise partnerships based primarily on county boundaries and from Essex for a combined local enterprise partnership with Kent. Discussions have taken place with the Leaders of neighbouring counties and there is already an understanding that we will need to work together on core issues for business growth.

However there is a real risk that a patchwork of small local enterprise partnerships such as those being proposed for East Anglia will not deliver our collective ambitions for growth. We believe that the right approach is to establish a Local Enterprise Partnership from the outset that recognises the realities of the local economic geography of East Anglia. We want this to happen fast and look to Government to work with us to reach early agreement on an approach which truly reflects business needs rather than local administrative convenience.

Yours sincerely,



**Jeremy Pembroke**  
Leader of Suffolk County  
Council



**Andy Wood**  
Chief Executive,  
Adnams Plc



**Peter Funnell**  
Chairman of Suffolk  
Chamber of Commerce

**ACCELERATING BUSINESS  
GROWTH IN EAST ANGLIA**

**A PROPOSAL FOR AN EAST  
ANGLIA LOCAL ENTERPRISE  
PARTNERSHIP**

**6 September 2010**

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## **SUPPORTING ORGANISATIONS**

This submission has the support of the following businesses and organisations:

CBI East of England  
Suffolk Chamber of Commerce  
Federation of Small Businesses

Adnams plc  
Archant East Anglia  
Anglian Region Cooperative  
Society  
Anglian Water Group  
BAA Stansted Airport  
Barclays Bank East Anglia  
Barratt Homes  
BT  
Country Landowners Association  
(Eastern Region)  
Bio Group  
British Energy  
Cambridge Consultants  
Cambridge University Press  
Selex Galileo  
E2V  
Harrod UK Ltd  
Huntingdon Life Sciences  
Hutchinson Ports (UK) Ltd.  
Institute of Directors (Suffolk Branch)  
Kettle Foods  
Lotus  
May Gurney  
The Technology Partnership  
Social Enterprise East of England

Haven Gateway Partnership  
Choose Suffolk

Suffolk County Council  
Norwich City Council  
Babergh District Council (subject to  
ratification)  
Waveney District Council  
Ipswich Borough Council  
Mid Suffolk District Council  
Forest Heath District Council  
Suffolk Coastal District Council  
St Edmundsbury Borough Council

## 1. THE AMBITION

1.1. In 10 years time, businesses in East Anglia want to be located where:

- **The economy has moved up the international league table on growth, performance, skills and infrastructure**
- **There is access to the range of skills that businesses need, and where there is an educated workforce that is job-ready**
- **There is a transport and communications infrastructure that is world class and gives a competitive edge**
- **The area has a high reputation amongst international peers as a global growth and innovation hub**
- **We have maintained and enhanced the fantastic quality of life and environmental excellence for which East Anglia is already known**

1.2. With this achieved, East Anglia will be driving the UK economy with a concentration of dynamic high value added and low carbon businesses, and an international reputation for innovation and enterprise.

## 2. THE ECONOMY OF EAST ANGLIA

- Population of East Anglia (2010): 2.5 million
- Size of economy of East Anglia (2008): £44 billion (GVA)
- No of businesses in East Anglia (2008): (103,000)

2.1. In terms of population , number of businesses and GVA, East Anglia is therefore similar in size to Greater Manchester (100,000 businesses with a GVA of £46bn) and of a similar order of magnitude to the proposed neighbouring LEP for Kent and Essex.



### **3. WHY A LOCAL ENTERPRISE FOR EAST ANGLIA**

- 3.1. East Anglia is a dynamic area stretching from the high tech hub of Cambridge, through the financial services hubs of Norwich and Ipswich, to Colchester, the oldest recorded town in England.
- 3.2. East Anglia has a distinct identity and linked history. It is a recognised NUTS 2 sub region in Europe and has a history of working well together in policy terms. It is a recognised brand.
- 3.3. East Anglia is characterised by a number of successful and growing medium sized cities – Cambridge, Norwich, Ipswich and Colchester – embedded in an extensive hinterland of market towns and a highly productive agricultural base.
- 3.4. The East Anglian coast has historically been an important magnet for tourists and still today has an unrivalled environmental offer with Areas of Outstanding Natural Beauty and important wildlife habitats. It is now being redefined as the “Energy Coast” with plans for large offshore electricity generation and nuclear installations.
- 3.5. Analysis shows that the economies of all the counties in East Anglia are similar in terms of economic structure, size and performance. There is commonality in terms of the programmes and projects we could run across the sub region.
- 3.6. An East Anglian LEP would include north Essex ensuring that the economy of the Haven Gateway is not artificially divided between two LEPs risking an uncoordinated approach to its future.
- 3.7. East Anglia has core common strengths in life sciences, ICT, low carbon technologies, energy and

agrifood – supported by our higher education institutions and commercial research strengths.

- 3.8. There are common critical needs of East Anglia in terms of transport infrastructure, skills and education, which are seriously constraining the performance and growth prospects of the economy. East Anglia is the right area to address the strategic transport corridors of the A14, A11 and Felixstowe to Nuneaton rail line.
- 3.9. East Anglia has a number of world class Higher Education and research institutes leading in both research and teaching. These complement each other and are already engaged with businesses across East Anglia.
- 3.10. An East Anglian Local Enterprise would be of a scale to achieve to achieve critical mass for economic growth initiatives and services and have a constructive dialogue with Europe and Whitehall, whilst being solidly grounded through strong partnerships, business groupings and democratic institutions at more local level.
- 3.11. An East Anglia based LEP would be on a level playing field with core city regions such as Greater Manchester, and with neighbouring LEPs such as Kent and Essex.

#### **4. THE FUNCTIONS OF AN EAST ANGLIAN LEP**

- 4.1. We see an East Anglia LEP leading on the following functions:
  - **LEADERSHIP FOR GROWTH** – effective public-private leadership, advocacy and decision making, based on sound intelligence.

- **FINANCE FOR GROWTH** – pursuing all forms of potential funding to support economic development for local as well as East Anglia level projects. We would be innovative and seek a dialogue with Government on measures such as Tax Increment Financing, the ability to raise capital and pursue revolving loan funds.
- **INFRASTRUCTURE FOR GROWTH** – identifying transport, communication and infrastructure priorities, securing funding and ensuring delivery.
- **INNOVATION FOR GROWTH** – building links between research institutions and businesses and strengthening core business clusters to provide the right environment and support for innovation and growth; managing support programmes on behalf of Government to stimulate high business growth, business innovation, supply chain development, trade promotion, inward investment, business finance and demand-side interventions such as the Small Business Research Initiative.

## 5. PRIORITIES FOR EARLY ACTION

5.1. The East Anglian LEP would lead on key local challenges for business growth, including:

- Developing and growing **the energy sector**. East Anglia has enormous potential to grow a powerful and internationally competitive energy sector, with opportunities in offshore wind, nuclear energy and offshore oil and gas. The natural extent of this cluster is from North Norfolk down through Great Yarmouth, Lowestoft and Sizewell in Suffolk, to Harwich and beyond in Essex. A single approach

to capitalising on this potential is vital if we are to attract the private sector investment that is needed. In addition to these conventional sources the sub region also has inland a growing capacity and potential in other forms of energy generation such as biomass, anaerobic digestion and bio fuels for transport and heating.

- The world research headquarters of BT are located in East Anglia at Martlesham just outside Ipswich. The concentration of knowledge and research at this location has the potential to become the heart of a **dynamic ICT cluster** extending into Essex and to Cambridge. A wider East Anglian view of this sector is needed to secure its development
- There is a **strong cluster of biotechnology businesses** based around Cambridge. There is potential to build on this cluster drawing on niche strengths in Suffolk, including world class stem cell research at University Campus Suffolk and specialist veterinary skills at Newmarket. In Norfolk the Norwich Research Park is home to a major cluster of biotech and life sciences / health industries. Centres of research such as the Norfolk and Norwich hospital and John Innes Institute are world renowned. Other excellent examples are Addenbrookes and Papworth hospitals. An East Anglian perspective would ensure that this cluster is developed holistically across the area.
- Both Norfolk and Suffolk suffer from very poor **access to high speed broadband**. The LEP will focus effort and resources to ensure there is comprehensive access to high speed broadband

working with private sector providers to ensure that businesses have the broadband infrastructure they need to compete globally.

- A number of **transport and infrastructure** issues need to be addressed on an East Anglian basis. The most notable of these are the A14 road and rail corridor which provides access to the ports of Felixstowe and Harwich from the midlands and the north, and the dualling of the A11.
- East Anglia is home to a range of **ports** including Kings Lynn, Great Yarmouth, Lowestoft, Felixstowe and Harwich. A LEP would have a crucial role in ensuring that the infrastructure to support the development of these ports is acquired. The growth of these major trade gateways is crucial to employment growth in East Anglia and in the Midlands and beyond.
- An East Anglian LEP would support the strong **financial services** offer across East Anglia, with Cambridge as a hub for venture capital, Norwich a recognised financial services centre and Ipswich building on its proximity to the City of London, to offer a long term home to world class insurance companies such as Willis and Axa.
- **Skills.** The LEP must tackle the below average skill levels in the working population and support the growth of the large number of small businesses in the economy. The LEP would have a crucial role in influencing skills commissioning to ensure the skills of the sub regions workforce meet the needs of its employers.
- **Enterprise development.** The East Anglian economy is dominated by small firms. Our LEP

would have a critical role in ensuring that both existing SME's and new starter businesses receive the best possible help. In addition the LEP would be instrumental in measures to launch a drive to create an entrepreneurial culture across the region.

- Developing a dynamic **social enterprise sector** to deliver the triple bottom line of social, environmental and economic benefits through the delivery of skills development, employment and innovative commerce utilising hard to reach sectors of society.

## 6. HOW WOULD AN EAST ANGLIAN LEP OPERATE?

6.1. The East Anglia LEP would:

- **Be a leading voice for businesses.** Rather than operate within the constraints of Whitehall policy, we need to advance policy for our own needs, and find solutions that are far in advance of existing central government thinking. The opportunity exists to create a powerful coalition of interests by forming East Anglia Business Commissions on key issues of strategic interest such as skills and transport. This would put East Anglia in the driving seat in terms of forming its own expert commissions and making recommendations to local as well as national businesses and government. It would also create a powerful lobbying case for business representatives.

- **Put businesses at the heart of local economic development.** The East Anglia LEP proposition provides the right level of scale and critical mass to meaningfully engage businesses. There are exciting opportunities from using and leveraging private sector resources such as deploying business knowledge and expertise directly to support new start and growth businesses (for example through an East Anglia entrepreneurs pro-bono network). There are opportunities to more fully use international business contacts and networks. An “international business ambassadors” initiative could be created in an area on the scale of East Anglia. Businesses are also powerful lobbyists to resource the priorities for East Anglia. There is also further scope in developing business involvement in economic inclusion and social enterprises.
- **Catalysing new tools and vehicles for growth and development.** This is especially important in an era of reduced public expenditure. Such new tools could include new business finance tools such as loan and Venture Capital funds, factoring, business angel networks or microfinance. There could also be the establishment of high growth business portals and initiatives which are capable of creating more effective models that mix both public and private resources, than those made available through the BIS Solutions for Business products. There is also scope for better joint working between public and private sectors where dialogue is essential in areas such as property and development; retail, and infrastructure.
- **A networked organisation and economy.** It is vital that East Anglia, and its LEP, are outward

looking and have international networks, connections and influence. Partnering with similar economies and organisations around the world would be another function of the East Anglia LEP.

- **Building and developing key sectors.** An East Anglian LEP would develop sector champions and groups for key growth sectors to promote those sectors, providing networking opportunities and identifying and resolving any barriers to growth, as well as targeting and welcoming potential inward investors.
- **Shaping land use and infrastructure planning** An East Anglian LEP would take a strategic view of infrastructure priorities but would leave delivery to local government, utilities etc. It would rely on local delivery partnerships to tackle key local issues e.g. housing growth in the Haven Gateway.
- **Tackling Under Performing Areas.** An East Anglian LEP would work with those areas such as Ipswich that are currently dependent on public sector employment, drawing on the wider resources of East Anglia to develop alternative private sector employment opportunities.

## **7. BUSINESS LED, EFFECTIVE, LEAN AND EFFICIENT - FORM SHOULD FOLLOW FUNCTION**

- 7.1. The East Anglia LEP will operate in a strategic, focused and highly responsive way to deliver activity to accelerate business growth. It will achieve more for less, maximising efficiency and value for money.

We envisage the East Anglia LEP as having a small high-level Board with representation from private and public sectors, including some democratically elected council leaders, a Chair from the business community and a representative from the higher education sector.

- 7.2. With a small executive team, the East Anglia LEP would work through and with other local representative and delivery bodies and directly with businesses to deliver the overall ambition. Governance and overheads would be light. It would be genuinely business led with engagement from all the key business organisations including the CBI, IOD, FSB and the Chambers of Commerce network. We would want to create an exemplary model of private / public sector working that engages business over the long term rather than around short term issues.
- 7.3. It will be focussed on issues that matter to businesses (not a talking shop) and does not set out to be all encompassing. Its major priority will be economic recovery and growth achieved through private sector employment growth accessing the Government new Regional Growth Fund
- 7.4. The engine of the Local Enterprise Partnership will be local delivery vehicles based around sectoral and geographical activity. Examples of these already exist in the sub region for example the Haven Gateway Partnership and East of England Energy Group. A sub regional arrangement allows for District and Borough Councils to play an important role in planning and infrastructures terms.
- 7.5. The East Anglian LEP would build on existing networks and joint working to maintain good working

relationships with neighbouring LEPs and especially any Essex /Kent proposal if approved. However we strongly believe that there is real synergy between northern Essex and Suffolk, demonstrated through the Haven Gateway Partnership, and that therefore northern Essex should be encompassed within the LEP for East Anglia.

## **8. OUR “ASK” OF GOVERNMENT**

- 8.1. Businesses see East Anglia as an excellent place to do business. There is real enthusiasm to capitalise on the opportunities we have here to create a truly driving force for the UK economy at the cutting edge of innovation and the low carbon economy.
- 8.2. ***We want to move forward fast. We are asking Government to support our East Anglian LEP in the first wave of any approvals.***