

# SUFFOLK ECONOMY



## POWERING THE UK, FEEDING THE UK & CONNECTING THE UK



Suffolk Economic  
Strategy & Growth Plan

OCTOBER 2024

## OUR VISION

**To secure Suffolk at the forefront of the UK's green evolution, becoming an epicentre of clean technology convergence, innovation, and robust economic growth.**

Suffolk is a dynamo that powers, nourishes and connects the nation, ensuring that every individual has the opportunity to thrive and contribute, by leveraging our strengths in Clean Energy, Agri-Food and Drink and Ports and Logistics.

*Cover images show: Clean Energy, Agrifood, Employment and Felixstowe Port*

## CHAIR'S SUMMARY

**We are all incredibly proud of Suffolk. It is one of the best places in the country to live, work, learn and visit.**

Our county is full of entrepreneurship, innovation and ideas, and our growing international economy is one of the best connected in the UK. We are home to some of the world's top businesses, and thousands of smaller enterprises here have big ambitions for growth.

Our £21billion economy has averaged 3.3% annual growth over the past decade. Our ambition is to continue to drive inward investment, jobs and new skills so that we can remain at the forefront of the global enterprise and innovation revolution.

Suffolk has great strengths in clean energy, agri-food and drink, ports and logistics, digital technology and advanced manufacturing. Our focus is on the skills and talent these sectors require and our university and colleges are leading the way.

This is a strategy that we hope will inspire and motivate those with ideas and vision to rise to the challenge of this call to action. We recognise that long-term sustainable growth depends on even stronger working collaborations across the public and private sectors.

We further recognise that a strong economy helps to bring generations and diverse communities

together, to make the most of every opportunity and to make sure that no-one is left behind.

This strategy provides a clear blueprint for economic decision-making, investments and

funding priorities, focused on driving productive, inclusive and clean growth. It lays the foundations for investment, innovation, workforce and infrastructure development while addressing key challenges such as skills, housing, water, power and land use.

Crucially, it conveys a collective commitment for both the county and the country to seize opportunities and manage competing demands on resources.

At its core is EPIC Suffolk, a strategic framework designed to ensure delivery of our ambitions for economic wellbeing, productive, inclusive and clean growth by leveraging our strengths and pioneering Tech Convergence.

*"My business needs to recruit the brightest and best to help deliver our ambitious business plan. This growth plan is clear about how our university and colleges are geared-up to develop the right skills and training that I need."*

**MD of SME  
Haverhill**

*"Suffolk and the East of England is very investable, but I need easy access to road and rail networks for goods and services. This strategy is a clear call to action for us all to make an even stronger case for more investment, on which we and UK plc could see a big return."*

**CEO of large business,  
Bury St Edmunds**

Below, from top to bottom: Clean Energy,  
Halesworth and Felixstowe Port



To ensure our goals are met, the strategy is structured around clear growth opportunities: high, emerging and value and strategic enablers. Along with EPIC Suffolk, these elements are designed to guide actions, investments and decision-making across industry, academia, public sector, academia and the Voluntary Community and Social Enterprise (VCSE) sector.

**High Growth** – Clean Energy, Agri-Food and Drink, and Ports and Logistics are key areas where Suffolk holds a competitive advantage. It plays a crucial role in the UK's energy transition, with significant investments in projects like offshore wind and nuclear power. It is also a major hub for agriculture, food and drink production, and sustainable practices, supporting the UK's food security. Its strategic ports – Felixstowe, Lowestoft, and Ipswich – are vital gateways for the UK's global trade. These sectors are already driving growth and are poised for further significant growth through infrastructure and logistics developments.

**Emerging Growth** – ICT and Digital Creative, Life Sciences and Biotech, and Financial and Insurance Services sectors offer opportunities for job creation and economic expansion. Strengthening ties with nearby economies like Cambridge, Norfolk,

and London will further enhance growth in these sectors.

**Value Growth** – Key employment sectors such as Advanced Manufacturing and Engineering, Construction, Health and Social Care, and the Visitor Economy hold potential for boosting productivity and job

quality. Investment in skills, innovation, and infrastructure is crucial to drive growth in these industries.

With a thriving ecosystem of companies dedicated to an array of tech advancements and solutions, which are playing a pivotal role

in the UK's fight against climate change while driving technological transformation. There are significant opportunities available by merging these diverse technologies to create integrated solutions that accelerate clean, productive economic growth.

Our five-year growth plan focuses on five key enablers – attracting investment, boosting infrastructure, driving enterprise and innovation, talent development, and creating pride in place. Each enabler sets out strategic interventions which will be underpinned by an Investment and Delivery plan, a dynamic plan providing detailed interventions and actions.

*"I used to think you had to leave Suffolk to get a good job with globally transferable skills. But my eyes have been opened. Some of the UK's leading sectors are located here and I have a great choice of businesses to help kick-start my career."*

**Student, Ipswich**

This strategy reflects the views and ideas of hundreds of senior leaders from across the public and private sectors, including business, education, health providers, local government and the voluntary sector. Our Board reflects the dynamism of the Suffolk economy, and everyone involved has been generous with their time and expertise, for which I am hugely grateful. All of us are committed to bringing energy, time and expertise to delivering the strategy.

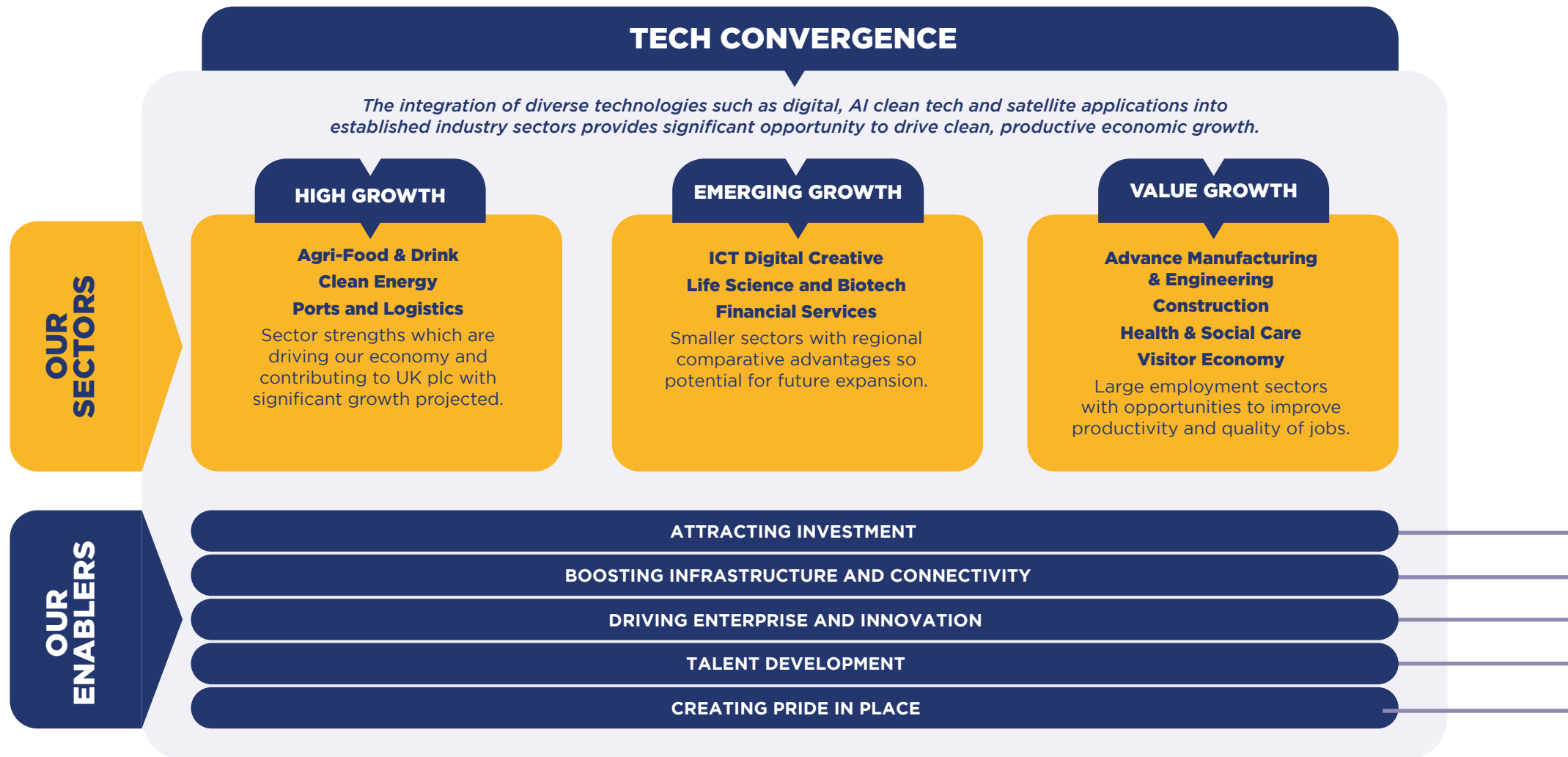
With the active support and engagement of national and local government, and a solid commitment from business to lead the way, we see this as an exciting next step in tackling the challenges and opportunities before us.

Together, we will achieve the success we deserve, for the Suffolk economy, the region and for UK plc.

**Mark Pendlington**,  
Suffolk Business Board Chair,  
on behalf of the Suffolk  
Business Board



# STRATEGY SNAPSHOT



## ATTRACTING INVESTMENT

**Attract £4 investment** for every £1 of government investment.

**Build a multimillion-pound strategic project pipeline** to attract investment and generate jobs.

**Ensure local businesses access emerging opportunities** through the Suffolk £ initiative.

**Attract major companies** with incentives, focusing on Enterprise Zones and Freeport.

## BOOSTING INFRASTRUCTURE AND CONNECTIVITY

**Create a spatial planning framework** that integrates housing, transport, utilities, and green infrastructure.

**Ensure infrastructure upgrades** stay at pace with growth and decarbonisation.

**Explore** sustainable new housing settlements.

**Leverage local expertise** to advance connectivity beyond 5G.

**Support efforts** to secure road and rail improvements for enhanced transport links.

## DRIVING ENTERPRISE AND INNOVATION

**Establish strategic clusters** in key locations focused on sector specialisations and tech convergence.

**Develop technology showcases across Suffolk** to promote knowledge transfer, attract talent, investment, and visitors.

**Launch a digital platform** with specialist advisors, mentorship, and targeted interventions for start-ups, scale-ups, and high-growth businesses.

## TALENT DEVELOPMENT

**Implement initiatives** that accelerate upskilling and reskill, attract talent, and align training with business needs.

**Strengthen work readiness** through business-education collaboration and maximising impact of existing and new initiatives.

**Establish the UK's first** Institute of Tech Convergence to foster innovation and address skill gaps.

**Boost productivity** through workforce health and wellbeing initiatives and build an inclusive talent pipeline.

## CREATING PRIDE IN PLACE

**Build and promote** a strong Suffolk brand, showcasing strengths and opportunities.

**Support Ipswich** to further transform to a vibrant economic centre.

**Launch "EPIC Suffolk"** charter to recognise business committed to economic, social and environmental responsibility.

**Expand the ambassador network** to boost Suffolk's national and international profile.

## EPIC SUFFOLK

## ECONOMIC WELL-BEING

Achieving financial resilience & improved living standards for all.

## PRODUCTIVE

Driving Innovation and boosting economic efficiency.

## INCLUSIVE

Ensuring equitable access to opportunities and shared prosperity.

## CLEAN

Leading in clean growth for a prosperous, sustainable future.

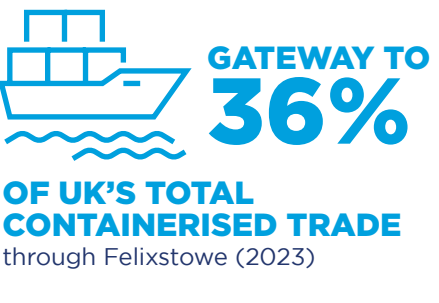
## SUFFOLK

Pioneering Tech Convergence



# OUR ECONOMY

## ENTERPRISE & PRODUCTIVITY

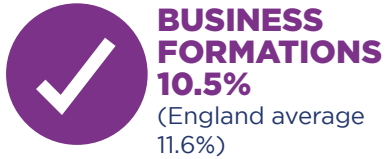


## BUSINESS MAKE-UP

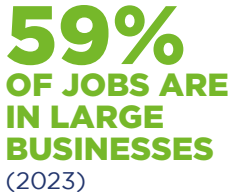
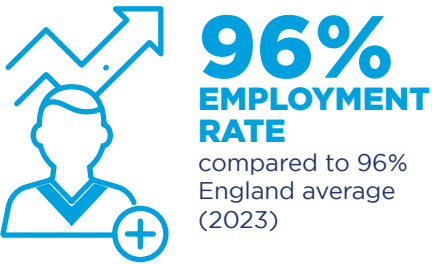
	<b>XS</b> Micro (0-9)	<b>S</b> Small (10-49)	<b>M</b> Medium (50-249)	<b>L</b> Large (250+)
<b>BUSINESS</b>	88.6%	9.4%	1.6%	0.4%
<b>JOBS</b>	12.2%	15.4%	13.3%	59.1%
<b>REVENUE</b>	8.1%	14.5%	16.5%	60.8%



Suffolk bucks the trend across England



## PEOPLE & EMPLOYMENT

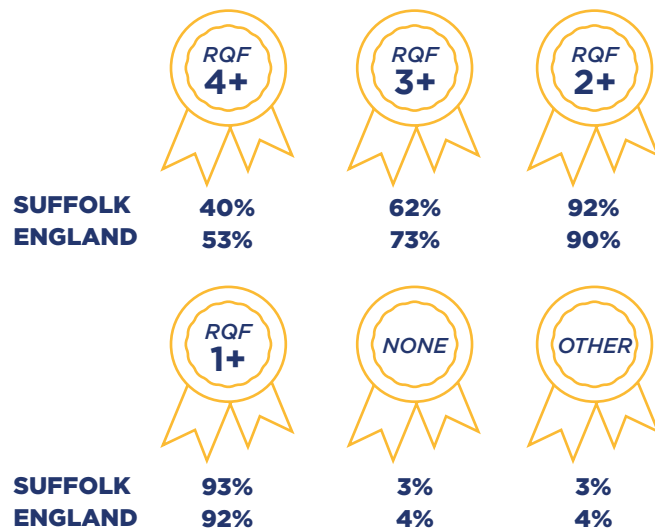


**776,000**  
**POPULATION**  
(2023) with  
**350,000**  
**ECONOMICALLY**  
**ACTIVE**



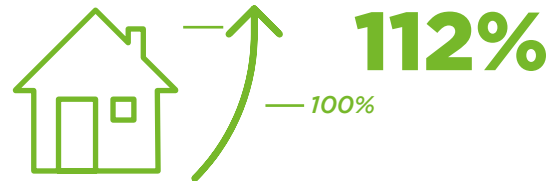
## QUALIFICATION LEVELS

in Suffolk (2023)



\*Regulated Qualification Framework. Previously NVQ.

## HOUSING, INFRASTRUCTURE & ASSETS



### EXCEEDING NEW HOUSING TARGETS

Suffolk Local authorities deliver on housing.

### 19 NSIP SCHEMES

approved submitted or proposed over recent years including 14 energy projects in development



### STRATEGIC TRANSPORT

National and international connections by road and rail to London, the strategic growth corridors along A11, A12 and A14



To unlock our potential, we need to tackle the key challenges facing our economy. Low productivity, skills deficits and infrastructure gaps are well documented. This strategy sets out a clear plan to tackle these issues to deliver tangible success.

**330**  
**BROWNFIELD SITE**  
with **11,500 HOMES** potential.



### NATURAL CAPITAL

A Treasure of Protected Landscapes



**2 NATIONAL**  
**LANDSCAPE**  
**AREAS**



**1 NATIONAL**  
**PARK**



**148 SITES OF**  
**SPECIAL**  
**SCIENTIFIC**  
**INTEREST**

# DELIVERING GROWTH

Suffolk's growth opportunities are built around three types of

## HIGH GROWTH SECTOR STRENGTHS WHICH ARE DRIVING OUR ECONOMY AND CONTRIBUTING TO UK PLC

### CLEAN ENERGY

**Suffolk is a national leader in Clean Energy, playing a crucial role in the UK's energy transition.** By 2050, the sector is projected to more than double to £1.5 billion.

Home to the world's largest offshore windfarms in development with a globally competitive renewables supply chain and support industry. Once completed, these will power 4.5 million homes, while Sizewell B and C are set to generate enough electricity to power 8 million homes. With Sizewell C projected to add £4.5 billion in local

**Energy sector contributes £600m GVA annually** and has 54% more jobs than the England average with a GVA per job of £101k.

*Scottish Power Renewables recently announced their commitment to making Lowestoft PowerPark their long-term home for UK offshore wind through a multi-million investment.*

value from construction to operation. Together, these will have the capacity to power over half of England homes.

Suffolk has the widest range of energy Nationally Strategic Infrastructure Projects (NSIPs), in the UK, 14 in development. Future investments, such as the £150 million green hydrogen plant at Felixstowe, further enhances Suffolk's clean energy credentials. Much of the clean energy production and transmission is centred in East Suffolk, making this a nationally significant clean energy hub.

*"I am proud to work in clean energy, and equally proud that this area is leading the way. The commitment here to sustainable growth is in line with my personal and professional values, and the main reason why I choose to live and work locally."*

**Offshore Engineer,  
Lowestoft**

#### Maximising Potential:

To ensure the success, we must attract additional investments in renewable energy projects and enhance training programmes, such as those pioneered at East Coast College, to expand the skilled workforce.

Strengthening energy innovation hubs like Lowestoft PowerPark, and OrbisEnergy will support emerging technologies and start-ups. While active collaboration with government will help secure favourable policies and funding for clean energy initiatives. Tech convergence will provide exciting nationally significant opportunities.

### AGRI-FOOD AND DRINK

**Suffolk is the food larder for the UK, excelling in horticulture, cereal, sugar beet, pig and poultry farming. It is also a key hub for food processing and the drinks industry particularly brewing. Over the last decade the sector has outpaced national job growth by 1.6% annually, underscoring its importance, and is projected to grow two and a half times its current size by 2050 to £4 billion.**

Major UK and international companies such as Adnams, Birdseye, British Sugar, Cranswick, Green King, GCB Cocoa, Gressingham Foods, Molson Coors and Muntons are here. Babergh and Mid-Suffolk districts being a particular focal point for the sector.

Suffolk land-based businesses pioneer innovative agri-tech and sustainable practices, a significant specialism driving climate adaptation. The county has strong potential in food-tech, with opportunities to increase local food processing, unlocking water and power infrastructure is key to successful delivery. Suffolk is a rich testing ground for future solutions and a key contributor to UK food security.

*GCB Cocoa is investing £62.2 million in their facilities in Glemsford, Babergh, creating 220 jobs.*



## HIGH GROWTH SECTOR STRENGTHS WHICH ARE DRIVING OUR ECONOMY AND CONTRIBUTING TO UK PLC

**Maximising Potential:** Suffolk strengths complement those of our neighbouring counties - Cambridgeshire, Lincolnshire and Norfolk - together forming 'Britain's breadbasket' and producing a third of the UK's crops and nearly half of its home-grown vegetables.

Capitalise on the food processing potential by promoting collaboration between agribusinesses and research institutions, developing facilities and enabling access to new markets.

Support the adoption of sustainable farming practices through grants, such as the Innovate UK Agri-Launchpad and technical assistance, further enhance Suffolk's agriculture productivity and environmental stewardship.

*Suffolk's innovation and research capabilities are bolstered by the Centre for Environment, Fisheries and Aquaculture Science (Cefas), world leaders in marine science and technology providing world leading solutions for the aquatic environment, biodiversity and food security.*

**The Agri-Food and Drink sector has 3,500 businesses employing 41,200 people** (11% of the local workforce) and contributing £1.6bn GVA annually

54% more jobs than the England average, with a GVA per job of £39.7k



### PORTS AND LOGISTICS

**Suffolk is a linchpin in global logistics and trade. Home to the UK's largest intermodal port at Felixstowe and nationally significant ports for clean energy and agri-food sectors in Lowestoft and Ipswich.**

Freeport East, encompassing tax sites at Felixstowe port, Gateway 14 in Stowmarket, and Bathside Bay in Harwich, is one of the largest Freeports in the UK, with the A14 corridor as a major strategic location for smart logistics hubs, port expansion and innovation.

With 29,400 employees in over 3000 businesses the

area is poised for significant growth. Freeport East is positioned to be a major investment opportunity for both advanced logistics and manufacturing businesses, with a drive for clean growth. It has the potential to attract £300 million in investment and create 13,500 new jobs, projected to generate £5.5 billion to the UK economy over 10 years.

Suffolk's commitment to innovation and economic vitality is highlighted by the £35 million development of Lowestoft Eastern Energy Facility port for offshore wind and advancements like 5G technology, AI and satellite applications.

**Ports and Logistics contributes £1.2bn to the economy** with 32% more job in Suffolk than the England average with a GVA per job of £42.2k



### Maximising Potential:

To further strengthen Suffolk's leadership in global logistics, greater investment is needed in Freeport East, along with wider Enterprise Zones and other strategic developments.

Specialised training programmes for the local workforce, will ensure Suffolk remains attractive to international investors. Boosting global trade connections and partnerships will enhance export opportunities for our businesses.



## EMERGING GROWTH

**Sectors with strong potential for expansion, building on the close relationships with surrounding places and economies, which could create new businesses and deliver new jobs. These include:**

**Financial Services and Insurance** sector - centred in Ipswich, it includes a cluster of large insurance firms with niche markets such as marine, farm and crop insurance and a network of small financial services businesses adding to the strength of the sector locally. There are opportunities to leverage this cluster joining forces with the emerging fintech cluster in Norwich.



**Life sciences and Biotech** sector, which includes Cefas in Lowestoft, whilst Haverhill is home to several large pharmaceutical companies, benefiting from their proximity to Cambridge's life science cluster. The sector has shown a 4% increase in economic output and 11% productivity growth in recent years with opportunities arising from spillover effects from Cambridge.

**ICT Digital Creative** sector includes recognised tech clusters centred around Ipswich and East Suffolk, with BT Adastral Park and Innovation Martlesham, hosting over 150 high-tech ICT companies. The University of Suffolk's DigiTech centre and Digital Futures Institute drive applied research and technology innovation. The University and the Innovation Labs on Ipswich Waterfront supports start-ups, while the Ipswich Creative Hub promotes the growing media and gaming businesses.

We will further enhance connections right across the network of innovation centres in Suffolk, as well as enhancing the focus and connectivity with the Ipswich Waterfront growing it into a vibrant, tech area.

*The Life Sciences sector promises growth*

## VALUE GROWTH

**Value growth opportunities are within our large employment sectors where we plan to improve productivity of businesses and quality of jobs.**

**Advanced manufacturing and engineering** (AME) employs 39,200 people across over 3,000 businesses, contributing around £1.9bn to the economy annually, with a particular focus in West Suffolk and supported by the NAAME network, fostering innovation, collaboration, and productivity.

**Construction** employs 24,100 people across nearly 5,000 businesses. Boasting 22% more jobs than the national average which will expand significantly with the construction of Sizewell C, the largest building site in Europe. With an emerging specialisation in Passivhaus and sustainable design, the sector has shown strong job and business growth over the past decade.

**Health and Social Care** employs 43,700 people and is supported by the University of Suffolk's Integrated Care Academy (ICA), focuses on mental health, quality of life, and end-of-life care, addressing the rising demands of an ageing population.

*"I keep returning to Suffolk for its rich history, breathtaking landscapes, and the warmth of its people. The serene beauty of Sutton Hoo always draws me back - there's simply nowhere else like it."*

**Visitor, London**

**Visitor Economy** is our largest sector employing 45,600 and thrives on its diverse attractions, from scenic coastlines and historic market towns to cultural and heritage sites like Newmarket, the home of international horse-racing. The Visitor Economy is a particularly important sector in East Suffolk, where it accounts for 15,400 jobs and contributes almost £700m to its economy each year.

With the right public and private investment and support, these sectors promise substantial economic benefits, enhancing job quality, boosting regional innovation, and supporting local businesses and cultural heritage.

# PIONEERING TECH CONVERGENCE

**Suffolk will be a national leader in Tech Convergence, where digital innovation, AI, clean technology, and space advancements intersect and integrate with established industries to drive clean economic growth and productivity.**

With a thriving ecosystem of companies dedicated to clean tech solutions, Suffolk is playing a pivotal role in the UK's fight against climate change while driving technological transformation.

Suffolk's has strengths in an array of diverse technologies including AI, AgriTech, CleanTech, cyber security, quantum technology, IoT, UX design, and low orbit space technology. Most importantly, the application of these technologies across all our sectors has the potential to significantly enhance productivity and growth. Advanced Manufacturing and Engineering plays a particular role to play by acting as a bridge between emerging technologies and practical applications across industries.

Suffolk's increasing involvement with the UK defence and security sectors, exemplified by collaborations with Space East and Defence and Security Accelerator (DASA), underscores its strategic importance in national security and advanced technology initiatives.

Suffolk's hosting of Space East highlights our ambition to be at the forefront of the UK's £18.9 billion space

sector working with neighbouring counties. The region is recognised as the 3rd largest in the UK in terms of income from space related activities and with world-class strengths across a range of converging sectors.

Our strengths in Earth Observation in relation to climatic and environmental research places us at the forefront of solutions to solve global challenges.

The opportunity to support 'non-space' businesses to utilise space capabilities, expertise and assets also present significant opportunities. Building on existing initiatives such as connected Innovation, TechEast and the DigiTech Industry Council will accelerate these opportunities.

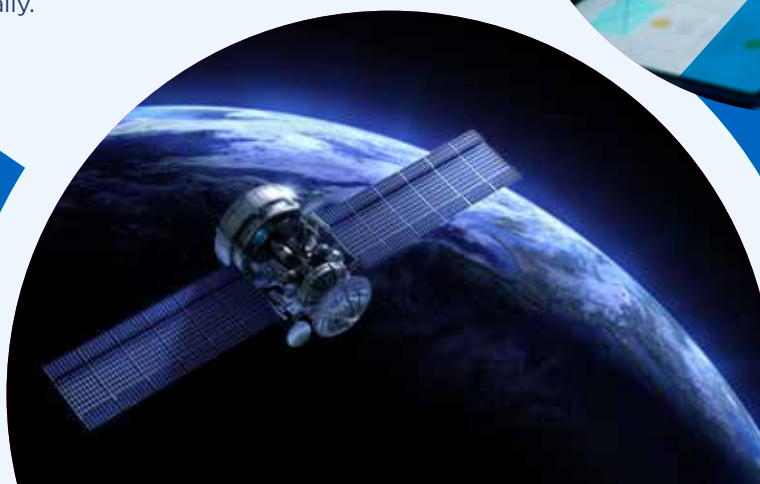
By leveraging our expertise and research capabilities we will support our economy in becoming more productive, scale up and increase value chains. This will involve nurturing a strong tech start-up ecosystem and enabling businesses, both new and established, to access new markets and expand globally.



*"Tech and AI are where it's at, and the future will belong to those ahead of the game. This plan commits to putting both at the heart of economic growth, so three cheers for Suffolk, leading by example."*

**Technology Director,  
Sudbury**

*Top: Clean Tech  
Middle: UX design  
Bottom Left: Space  
Advancements  
Bottom Right:  
Advanced  
Manufacturing*



# OUR AMBITIONS

WHEN WE SUCCEED, BY 2045 WE WILL:

ADD **£14BN**  
TO THE ECONOMY  
OUTPACING THE  
ENGLAND AVERAGE  
GROWTH RATE.



BE A  
**LONG-TERM**  
NET CONTRIBUTOR  
TO UK PLC



HAVE  
**40,000**  
MORE PEOPLE  
IN HIGHER  
QUALIFIED  
ROLES



EXPAND OUR  
TALENT POOL  
BY GROWING OUR  
ECONOMICALLY  
ACTIVE POPULATION  
BY **35,000**



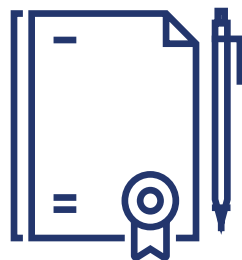
HAVE A  
**NET ZERO  
ECONOMY**

CONTINUE TO BE A PLACE WHERE  
BUSINESS THAT START HERE,  
**THRIVE HERE**



**45,000**

MORE PEOPLE  
QUALIFIED TO  
LEVEL 3+



**SIGNIFICANTLY  
BOOSTED  
AVERAGE  
WAGES  
FOR ALL,  
SUPPORTING  
BETTER LIVING  
STANDARDS**



**INCREASED**  
AFFORDABLE,  
SUSTAINABLE  
HOUSING  
AND LOCAL  
INFRASTRUCTURE





# OUR FIVE-YEAR GROWTH PLAN

**Our plan over the next five years to deliver our long-term vision.**

To drive our long-term vision, five growth enablers have been identified as essential in unlocking Suffolk's full potential. Each enabler sets out strategic interventions and tactical actions which will be underpinned by an Investment and Delivery plan.



## ATTRACTING INVESTMENT

**Leverage public and private investment to maximize economic growth, aiming to attract £4 for every £1 of government economic growth funds invested,** developing public-private partnerships to share risks and rewards.

**Investment Pipeline:** Create a multimillion-pound strategic pipeline of projects and programmes to attract investment, generate jobs and boost productivity.

**Funding Packages:** Work with financial organisations such as the UK Business Bank and Anglia Capital to build accessible funding packages for start-ups and SMEs.

**Local Opportunities:** Ensure local businesses access emerging opportunities through the Suffolk £ initiative.

**Inward Investment:** Attract major companies through incentives and a new approach to promoting Suffolk, with Enterprise Zones and Freeport a key focus to drive further expansion in our key sectors.

### INDICATORS OF SUCCESS:

**Investment leverage:** Achieving a high return on investment.

**Economic growth:** Increased business activity & job creation.

**Stakeholder confidence:** Demonstrated value and successful project outcomes.

### ROUTE TO SUCCESS:



**Business** Partner and Investor in Projects



**Public Sector** Facilitate Effective Partnerships and Collaborations



**Academia** Support Innovation



**VCSE** Create Investment Opportunities



**Government** Delivering on National Objectives Locally

*Above: Significant transport improvements including East West Rail  
Left: Business Support*



## BOOSTING INFRASTRUCTURE AND CONNECTIVITY

**Helping Suffolk to grow in a sustainable and cohesive manner.**

**Integrated Growth Planning:** Create a spatial planning framework that integrates housing, social and commercial space, utilities, transport and natural capital while positioning Suffolk as a test bed for green infrastructure innovation.

**Water and Energy Solutions:** Work with National Grid, Distribution Network Operators and Water companies to ensure infrastructure upgrades are in step with growth and support industrial decarbonisation.

**Housing:** Explore potential for sustainable new housing settlements in Suffolk in addition to planned growth.

**Digital Connectivity:** Explore opportunities to capitalise on local expertise in Future Networks and satellite applications to accelerate digital connectivity beyond 5G.

**Connecting Growth:** Support Transport East to secure road improvements to the A11, A12, A14, A1307, Ipswich Copdock and Mildenhall 5-ways junctions, Orwell bridge, and rail improvements for both freight capacity and increased regularity of cross-country passenger services.

**NSIP Impact:** Continue to develop legacy plans to maximise the local benefits.

### INDICATORS OF SUCCESS:

**Cohesive development:** Integrated planning.

**Sustainable growth:** Balance of development and natural capital preservation.

**Enhanced Infrastructure:** Improved transport and utilities.

**Digital advancement:** Leading in digital connectivity beyond 5G.

### ROUTE TO SUCCESS:



**Business** Invest, Innovate & Support



**Public Sector** Plan, coordinate & facilitate



**Academia** Offer Insights



**VCSE** Lead Grassroot Initiatives



**Government** Commit & invest

## DRIVING ENTERPRISE & INNOVATION

**Cultivate innovation by establishing strategic clusters, leveraging technology, supporting adoption and providing new solutions for businesses support.**

**Innovation Clusters:** Identify and establish clusters in strategic locations focused on sector specialisations and technology convergence.

**Showcases:** Build showcases across Suffolk to demonstrate emerging applied technologies supporting knowledge transfer, and attract talent, investment and visitors.

**Business Support:** Create a digital platform for business support, backed by specialist advisors, mentorship, and targeted interventions that equip start-ups, scale-ups, and high-growth businesses with the tools and knowledge needed to succeed.

### INDICATORS OF SUCCESS:

**Increased innovation:** Centres of excellence, attracting top talent, leading to breakthroughs in new clean technology and processes.

**Job creation:** Emergence of new businesses & high-quality jobs. Global competitiveness: Support UK wide global standing via local specialisms and assets.

**Tech Convergence and AI leadership:** Recognition as pioneers in Tech Convergence & AI solutions.

*"I need access to people, networks and funding. This strategy gives me the connections and support, so I can take my ideas to the market with even greater confidence and scale my business effectively"*

**Sole Trader Entrepreneur, Eye**

### ROUTE TO SUCCESS:



**Business** Innovate use of Technology



**Public Sector** Nurturing Connections & Fund Promotion



**Academia** Drive Research & Knowledge Transfer



**VCSE** Supporting Social Enterprise



**Government** Invest & Testbed

## TALENT DEVELOPMENT

**Grow an adaptable, future-ready workforce by attracting and empowering talent, targeted upskilling and reskilling initiatives and fostering a culture of lifelong learning, unlocking the potential of all individuals.**

**Talent Growth:** Implement initiatives that accelerate upskill and reskill of the workforce and launch targeted campaigns to attract and retain talent essential for growth while pursuing devolved skills funding to better align training with local business needs.

**Next-Gen Workforce:** Enhance work readiness, with business and education collaborating to provide early, sustained inspiration and clear careers pathways. Maximising the impact of apprenticeships and youth employment initiatives to ensure the next generation is prepared to contribute to and benefit from local growth, particularly in STEM-related roles

**Academic Partnerships:** Collaborate with the University of Suffolk and Suffolk's Further Education providers to establish the UK's first Institute of Tech Convergence, fostering innovation, industry-academia ties and helping businesses adopt technology to boost productivity and address skill shortages.

**Workforce Wellbeing and Inclusion:** Boost productivity through workforce health and wellbeing initiatives, support those out of work into sustained employment and leverage the skills of our ageing population to create a wide inclusive talent pipeline and unlock untapped talent.

### INDICATORS OF SUCCESS:

**Workforce adaptability:** An agile workforce equipped with the skills and qualifications that meets the needs of a growing economy.

**Increased productivity:** Higher efficiency & productivity across sectors.

**Talent attraction:** Known as a prime location for work, learning and living, where all local and attracted talent thrives

### ROUTE TO SUCCESS:



**Business** Create jobs & invest in talent



**Public Sector** Lead campaigns & design programmes



**Academia** Pioneer Education & Training



**VCSE** Support Pathways to Employment



**Government** Devolve powers & funds

## CREATING PRIDE IN PLACE

**Enhance Suffolk's reputation as a dynamic, attractive location for business, living, learning and visiting. Enhance Suffolk's reputation as a dynamic, attractive location for business, living, learning and visiting.**

**Brand Development:** Create and promote a Suffolk strong brand showcasing strengths and opportunities. Underpinned with a compelling narrative that attracts investors, talent and fosters pride amongst residents and businesses. Leveraging AI and digital platforms to reach a wider audience.

**Transform Ipswich:** Support Ipswich in transformation to a vibrant economic centre, pursuing city status and enhancing infrastructure.

**Pride in Place Initiatives:** Launch the "EPIC Suffolk" Charter, awarding businesses for commitments to social and environmental responsibility.

**Ambassador Network:** Expand the ambassador network to promote Suffolk's national and international profile.

*"The kids I look after don't have many chances in life. They just need someone to believe in them and give them a break. I can see that this new inclusive plan will mean us all working even better together to help those who are among the most deserving, and who should not be left behind."*

**Charity Leader,  
Felixstowe**

### INDICATORS OF SUCCESS:

**Community pride:** Enhanced sense of belonging for residents & businesses.

**Talent attraction:** Draw & retain skilled people to Suffolk.

**Increased investment:** Attraction of businesses & investors.

**Visitor economy growth:** Boost in tourism revenue & support for local businesses.

### ROUTE TO SUCCESS:



**Business** Showcase Ethics



**Public Sector** Encourage Participation



**Academia** Foster Stewardship



**VCSE** Supporting Local Heros



**Government** Endorse Excellence

TO LINCOLNSHIRE  
& THE NORTH

# OUR ASSETS



## NORFOLK

## NORWICH

## SUFFOLK

## ESSEX

## CAMBRIDGE

**ZONES**

- AGRI-FOOD
- FREEPORT EAST
- AME
- ENERGY

- WIND FARM
- CLEAN ENERGY CLUSTER
- FINANCIAL & INSURANCE CLUSTER
- LIFE SCIENCE & BIOTECH
- FOOD ENTERPRISE ZONE
- ICT DIGITAL CLUSTER
- INNOVATION HUB PROJECT
- ENTERPRISE ZONE
- UNIVERSITY
- COLLEGE
- NUCLEAR POWER STATION
- GAS TERMINAL
- AIRPORT
- SHIPPING PORT
- THE NATIONAL STUD
- DEFENCE
- RAIL
- MAJOR ROAD LINKS

IPSWICH TO LONDON  
60 MINUTES

# MAKING IT HAPPEN

**Suffolk already has established forums to bring together relevant local leaders to agree, steer and delivery shared priorities.**

**Suffolk Business Board:** Business led, and includes industry, education, VCSE and local government representatives. The Board steers the direction of this strategy, with members sponsoring key priorities to ensure accountability and drive action.

**Suffolk Public Sector Leaders:** Includes Leaders and Chief Executives from Suffolk's local authorities, NHS and Police, and will agree and endorse the strategy and sponsor collective initiatives and programmes.

Suffolk sits as part of a broader regional growth opportunity for the East of England. We have established partnerships in place with neighbouring counties and other regional partners. Our collaborative approach is key to unlocking regional growth opportunities and ensuring alignment with national priorities.

The likes of Transport East, Opportunity East, Water Resources East, Business Intermediaries and the Business Board network will enable Suffolk business, education and local government leaders to continue

to constructively work together and within the national and regional context. The following tools and systems will support this way of working:

**Investment and Delivery Plan:** A comprehensive and dynamic plan, detailing the initiatives, projects and programmes needed to implement this strategy.

**Future readiness:** Ensure Suffolk is ready to take advantage of, and embraces, future structural changes such as any devolution arrangements, or future local growth funding packages.

**A Shared Evidence Base:** A robust, evolving resource which underpins this strategy and will support the case for investment and guide delivery.

**EPIC Suffolk:** A shared framework to guide decision-making and ensure investments focus on interventions with highest impact for achieving our collective goals.

This strategy will not be delivered by one partner alone or by one strand of investment or actions. The ambitions and priorities we have agreed provide the direction and strategic case for a wide range of partners to develop their own plans and interventions that contribute to achieving our shared ambitions.

# OUR COMMITMENT

Over the next five years we are committed to:

2025

2026

2027

2028

2029

# HOLDING SECTION

NOTE: A series of deep dive sessions are taking place during October 2024 to help identify the detailed actions needed to deliver this strategy. Once completed this section will be populated with more details.)