

• **Business Growth and Increased Productivity**

Strategic Outcome	Why	What does success look like	How	Milestones	Achievements
<p>Engage & support businesses to thrive & Increased understanding of local business</p>	<p>We have a strong context for economic growth in Suffolk which is captured in the New Anglia Local Enterprise Partnership’s Economic Plan, the Suffolk Growth Strategy, and our own Joint Strategic Plan.</p> <p>Supporting and engaging with our businesses to ensure that: they secure funds from a range of sources: have the support, skills, and infrastructure they need to thrive; have visible local leadership through our officers working with partners to raise understanding of local business needs and to ensure the voice of our local business community</p>	<p>We are providing the appropriate level of guidance, and support to our businesses, at the time it is needed to support them to achieve their aims and aspirations.</p>	<p>We will continue to develop an open for business approach which will be embedded across the whole organisation. This will include a business support and engagement model which will be tailored to business needs:</p> <ol style="list-style-type: none"> 1. We will develop a bespoke approach to supporting key businesses through developing relationships which will create a shared understanding of businesses aims and aspirations. 2. We will review our Business Account Managers pilot and evolve the approach to widen the take up and organisational impact 3. We will work with colleagues developing our emerging customer access strategies to ensure that business support is embedded in 	<p>Exploring collaborative CRM options May 17</p> <p>Ongoing development of our service area CRM June 17</p> <p>Periodic review of the BAM next review due July/September 2017</p> <p>A range of available case studies to inform tailor made services to build a model of delivery that meets our business customer needs August</p>	<p>Customer Relationship Management System Draft within SharePoint developed Feb 17</p> <p>Development of a Business Account Managers Handbook Feb 17</p>

	<p>is heard. This is vital to the growth of jobs and homes to support our local economies.</p>	<p>We will have a clear understanding of the type, location, size and number of business in our districts.</p> <p>We play a key role across a range of networks including; New Anglia LEP, Chamber of Commerce, Suffolk Growth Group, to ensure businesses are</p>	<p>the new approaches.</p> <p>We will undertake surveys of our businesses, and enable an ongoing two way feedback channel. The surveys will ask a range of questions which help us to understand the needs, aspirations (including jobs and growth), and make-up of our businesses. We will use this information to plan how and where to focus our resources.</p> <p>We will use our developed Customer Relationship Management (CRM) to hold key information and intelligence about our businesses and our interactions with them. This will enable us to allocate and focus our resources. It will complement broader Suffolk and regional sector working by linking through to county and NALEP business intelligence and data.</p> <p>We will work with partners to ensure our businesses can secure funding, expertise and skills support from a range of sources.</p>	<p>17</p> <p>Review the model of how businesses access our services, including digital August 17</p> <p>Scope out our business offer and services on the external website through a business workshop, and liaison with partners such as the Growth Hub – Sept 17</p> <p>A shared collaborative tool capturing contact with our key businesses in a central place across all areas of the organisation August 17 and shared database with our external partners e.g. SCC Oct 17</p> <p>The amount of funding secured from the NALEP Growth Hub during the first three quarters of financial year: 2016/17 awarded 7 grants to Babergh businesses worth £294,299 creating 25 jobs and 2 grants to Mid Suffolk businesses</p>	<p>Identification of the Suffolk 100 top influencing and successful businesses and the BMSDC businesses which make the list March 2017. Of the top 100 – 10 Business Head Offices are within the BDC area.</p> <p>Identification of our business sectoral split March 2017</p>
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		<p>connected and informed about opportunities and developments in Suffolk.</p> <p>Because of our links to these organisations our businesses are aware of and can access funding to support their plans for growth from NALEP and other funding sources.</p> <p>Our regulatory services will be easy to access and understand. We support our businesses to understand what they need to do to meet regulatory requirements. Our cultural approach is one which encourages early engagement from business, and gives us the opportunity to add value which</p>	<p>We will influence and shape a NALEP wide approach, sponsored by BEIS (Department for Business Energy and Industrial Strategy), to our regulatory services called Better Business for All. Making it simpler, cohesive, swifter and less daunting for businesses to access our regulatory services and the advice they need.</p>	<p>worth £79,077 creating 19 jobs. This was out of a total funding allocation of 50 grants across Norfolk & Suffolk equalled £3,217,946 creating 376 jobs</p> <p>Future Reporting Quarterly reporting</p> <p>Development of a BBFA action plan running parallel to OfB steering group May 17</p>	
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		benefits the business and maximises the positive impact of our own resources.			
Further develop market towns to thrive	Our market towns are the key economic and housing hubs within our districts. Their vitality is essential to the overall success of our districts. Many of our main services, including health services, public services, larger retail and cultural offers are located within our market towns.	<p>Our market towns are thriving, sustainable places with a range of services and facilities which meet the needs of our residents, businesses, and visitors and support our JSP aims around housing delivery, business growth, community capacity building, assets and investment.</p> <p>A strong locally developed Vision is created for Sudbury with an accompanying delivery plan, which will provide a route map to ensure delivery.</p> <p>Our districts have a strong and clearly articulated</p>	<p>We will support Sudbury to develop and articulate a Vision. The vision will describe aims and aspirations and will provide the context for growth within the Joint Local Plan.</p> <p>Following this we will work with Sudbury to set out a delivery programme, supported by a range of initiatives and activities which will deliver the Vision.</p> <p>We will work collaboratively, locally and across Suffolk to meet the aims and objectives of the Suffolk Tourism Strategy. Which include the following:</p> <ol style="list-style-type: none"> 1. A review of the Suffolk Local Authority direct tourism activity and a reduction of direct 	<p>A series of facilitated workshops on a range of themes completed May 2017.</p> <p>Draft Vision completed July 2017.</p> <p>Delivery programme developed and agreed September 2017.</p>	

		<p>tourism and visitor offer which can be easily accessed through high profile website provision, and linked to Destination Management Organisations (DMOs) where viable. The local business community leads and promotes the tourism offer through a range of private sector led organisations e.g. Tourism Action Groups.</p>	<p>spend.</p> <ol style="list-style-type: none"> 2. The creation of a network of private sector supported organisations and activities to support and promote the tourism offer for Suffolk and locally. 3. 5% increase in visitor spend in Suffolk across the 3 years of the Visit Suffolk contract ending March 2018. 	<p>Analysis of the Tourist Information Centre cost, demand and impact are continuing towards reporting to Councillors in the May 2017.</p> <p>Implement TIC actions following review October 2017</p> <p>Heart of Suffolk website hosting being reviewed May 2017.</p> <p>Review of Local Tourist Action Group outcomes, report to Councillors June 2017.</p> <p>An increase in the number of domestic tourist visitors and expenditure generated Average for 2013-2015 Babergh 124,000 visitor trips with a total average spend for BDC 2013-2015 £20m To be reported annually</p>	<p>Heart of Suffolk Guide 2017 published and distributed. Feb 2017</p> <p>Tourist Action Groups established: Shotley Peninsula – Jun 16 Stour Valley – Dec 16 Heart of Suffolk – Jun 16 Waveney Valley (reformed) -Nov 16 Wool Towns Association – Feb 16</p>
Employment site allocations	To meet the current and future needs of business provision of employment land in	We will ensure that our existing key employment sites:	We will develop an Open for Business Strategy which will clearly describe the way in which we will focus resources	Employment needs land assessment completed July 2017 .	Employment sites ID and mapping completed Jan 17

	<p>our districts must be flexible to meet the fast-changing needs of industry over the coming years. Ensuring there are options for business across the area in terms of premises and land, but also in terms of infrastructure to support growth are key role for the Open for Business Team.</p>	<p>Brantham; (e.g. South Suffolk Business Centre) are fit for purpose - meeting modern business requirements and have the appropriate infrastructure to make them attractive places for businesses to locate.</p> <p>New employment sites are in the right place and are delivered, and occupied, swiftly by the market. The new sites provide the infrastructure, facilities and services required by businesses in the 21st Century.</p>	<p>and activities to support Economic Growth in our districts. The Open for Business Strategy will make links to our new Joint Local Plan, the Spatial Planning and Infrastructure Plan (SPIF), the NALEP Economic Plan and the new Industrial Strategy. The detailed activities and initiatives which will support delivery of the Strategy will be located on the Connect Portal.</p> <p>Linking with the work to develop our new Joint Local Plan we will use the evidence base and our market knowledge to understand what future demand and location requirements are for employment sites.</p> <p>We will work closely with NALEP and other partners to progress swift delivery of Space to Innovate Enterprise Zones and Food Enterprise Zones at Gateway 14 Stowmarket, Orwell and Sproughton.</p>	<p>Draft Open for Business (OFB) Strategy complete May 2017.</p> <p>OFB Strategy Approval by Councillors July 2017.</p> <p>Feasibility/scoping of innovation/technology hub Stowmarket completed June 17</p>	<p>Functional cluster economic health check analysis complete April 17</p> <p>Employment Land Survey Assessment Maps available April 17</p> <p>Enterprise zone site development plans (up to 2021) agreed April 17.</p> <p>Food Enterprise Zone Status awarded –Orwell FEZ June 2015.</p> <p>Space to Innovate, Enterprise Zone Status Sproughton awarded June 2016?</p> <p>Orwell approved October 16</p> <p>FEZ Local Development Order (LDO) for Stevins</p>
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		<p>Investment for our districts is secured to deliver: new and improved roads and other forms of infrastructure linked to employment site delivery.</p>	<p>We will play a leading role in enabling employment site delivery and occupation. We will ensure we bid into and connect with key funding streams to provide the investment needed to support employment site upgrade and new delivery, including: EU Funding NALEP Growth Hub NALEP Growing Places Fund</p>	<p>Funding allocated to BMSDC districts NALEP Growing Places Funding.6 projects are in the pipeline with funding amounts to be confirmed later. Expected minimum of £500,000 per project – total minimum £3m</p> <p>£10m of European Agricultural Fund for Rural Development (EAFRD) Growth Programme 2017: Of this £4.17m will support food processing firms with grants from £60,000 to £1m. (related to FEZ). £3.06m will support rural business development through capital grants of £50,000 to £170,000. A further £2.41m will improve rural tourism infrastructure through capital grants of between £50,000 and £170,000.</p>	<p>site Dec 16 Jimmy's Farm LDO adopted Oct 16</p> <p>EZ Sproughton masterplan completed Sept 16</p> <p>Sproughton masterplanning recommendations approved by Ipswich Borough Council February 2017</p>
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<p>Ensuring the right skills for business</p>	<p>The <i>Developing Suffolk Talent Programme</i> aims to create a skills system that meets the future economic needs of our area. To do this it will grow talent in priority sectors, and raise individual achievement and aspiration, as well as helping to get people in to work. The Councils' will participate positively in Suffolk and LEP wide initiatives that support this aspiration.</p> <p>Education infrastructure is critical to the long term economic health of the Districts, and as such forms an essential stepping stone to job creation and increased</p>	<p>ICANBEA online platform has a wide range of businesses represented, across a range of sectors and is widely used. The platform will display a wide range of career opportunities and skills and training information for young people.</p> <p>The Schools Project is rolled out in our secondary schools.</p>	<p>Working with local business through our Business Engagement and Support programme we will continue to promote the ICANBEA online platform and provide advice and support to businesses who contribute.</p> <p>The Councils will support opportunities for businesses and education to become more closer aligned, seeking opportunities to support and facilitate these relationships through the Business Engagement and Support Programme and specifically through the Schools Project,</p>	<p>No of businesses represented on ICANBEA 176.</p> <p>Increase in no. of businesses quarterly additional 16 in quarter 3 to be reported quarterly</p> <p>48 different sectors represented through ICANBEA</p> <p><u>Measure additional businesses/organisations represented – Reported annually</u></p> <p>No. of visiting users accessing the site 5454 (Nov 16 – Feb17) No of registered users 1034</p> <p>No of young people participating in Schools Project 825</p> <p>Businesses engaged with Schools - 29 unique offers have been developed. In addition 9 Regional and National offers have been agreed for free of charge delivery in the Mid Suffolk and Babergh District.</p>	<p>BDC invested £25,000 back in 2012/13 to invest in the ICANBEA programme which subsequently launched October 2016.</p> <p>Schools Project launched 2016.</p>
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	<p>productivity, and towards retaining local talent in the local area.</p>	<p>In the context of sustainable development, the Councils support delivery of education and training establishments that are fit for future need across the Districts.</p> <p>The Councils' internal offer</p>	<p>which will aim to work with businesses, education providers, young people (Years 7 to 11), and their parents to increase awareness regarding career paths, and help young people gain confidence around skills.</p> <p>We will work with the Local Education Authority and Local Academies to establish up to date information about schools' capacity and work in partnership to enable school capacity is available across our Districts to support growth and new homes. We will commit an element of CIL developer contributions towards education establishment to support growth in our communities, as well as negotiate with developers of large-scale site to deliver new facilities through Section 106 agreements.</p> <p>We will commit to taking on apprentices across our services in a range of roles, including</p>	<p>25 National Activities and 15 STEM and Employability Activities have also been added.</p> <p>Parents engaged with Social Media platforms will be measured as a pilot through Stowupland and reported in the future. Further details and scoping of the pilot will be determined in April 17.</p> <p>Small pilot happening with Planning team – May 17</p>	
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		<p>around skills, work experiences is supported through training and qualifications, secondments, work shadowing and other flexible working arrangements to broaden the skills of staff.</p> <p>BMSDC are connected to and working collaboratively with our key sectors: NALEP; Suffolk Apprenticeships and our schools to promote and develop apprenticeship opportunities.</p>	<p>graduate degree programmes.</p> <p>Staff volunteering is used to deliver employability experiences and information on the role of local authorities in schools.</p> <p>We will support employers with understanding how they can benefit from apprenticeships, to access apprenticeships and to identify their networks to benefit from the apprenticeship levy funding and support training providers to deliver pathways that fulfil employer need. Where possible we will link our commissioning activity (Social Value Act) to contracting for skills on our own developments and internal General Fund and Asset related work. With apprenticeships forming part of our procurement and contracting approach.</p>	<p>No. of BMSDC employees engaged in volunteering schemes</p>	<p>118 staff members responded to a survey identifying 62 of those responding regularly volunteer. This will be further broken down and reported by District in the next performance reporting period.</p>
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