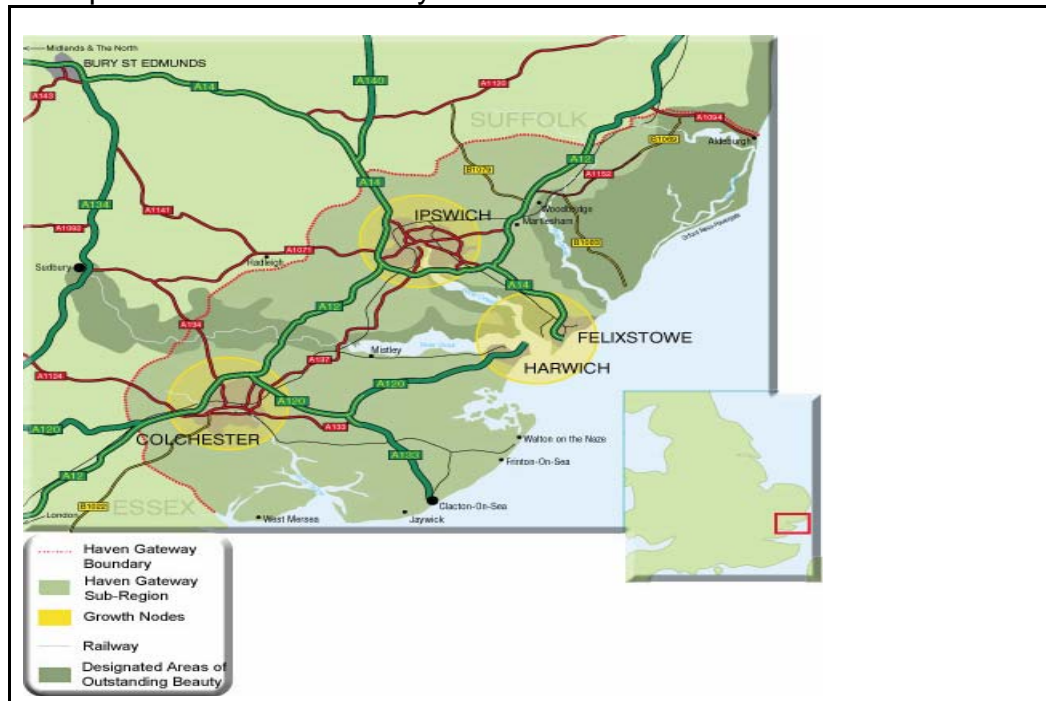


HAVEN GATEWAY PARTNERSHIP BUSINESS PLAN 2009/10

1. RATIONALE - A SUB-REGIONAL 'ENGINE OF GROWTH'

- 1.1 The East of England Plan, published in May 2008, identifies the Haven Gateway as one of only four areas in the region “whose coherence and particular nature of the issues and responses justifies sub-area treatment, and includes the key areas for change in Ipswich and Colchester and has the potential to develop further as a major focus for economic development and growth.”
- 1.2 The Regional Economic Strategy (2007) identifies the Haven Gateway area as one of the seven 'Engines of Growth' in the Eastern region, which itself is one of only 3 regions nationally that delivers a net economic benefit to the UK Exchequer.
- 1.3 The sub-region is one of the key International Gateways to the UK and therefore its growth and infrastructure of are of national significance to the well-being of the UK economy. As well as the regional cities of Ipswich and Colchester, the sub-region is defined in relation to the internationally-significant Haven Ports (principally Felixstowe, Harwich and Ipswich), its market and coastal towns and its high quality rural hinterland. It has already delivered significant housing growth since 2001 and is gearing up for substantial economic and housing growth over the next two decades.

Map of the Haven Gateway



Source: Haven Gateway Programme of Development – A Framework for Growth, October 2007

1.4 The Haven Gateway Integrated Development Programme was published in December 2008 and illustrates :

- the Ipswich Urban Area constitutes the largest urban economy within the Haven Gateway (based on the metric of the number of people identifying their principal place of work within it): there are almost 20,000 more jobs in Ipswich Urban Area than in Colchester
- among the three Haven Gateway towns, the flow of workers is greatest (in absolute terms) from Clacton-on-Sea/Little Clacton to Colchester
- the degree of labour market overlap between Colchester and Ipswich Urban Area appears to be really quite modest: for example, of the 78,000 people with workplaces in Ipswich Urban Area, just over 1,000 had homes in Colchester
- both Colchester and Ipswich Urban Area provide more workers for the London economy than they do for each other
- relatively, London commuting is a much stronger feature of Colchester and Clacton-on-Sea/Little Clacton than it is of Ipswich Urban Area.

What we can conclude, then, is that (i) Ipswich is the largest urban economy within the Haven Gateway; that (ii) Colchester and Ipswich are, in functional economic terms, quite separate from each other; but that (iii) increasingly, links with London are a feature of economic flows within and across the Haven Gateway that merits some consideration.

The Haven Gateway however also needs to be understood in broader terms. The sub-region has environmental assets of national importance, including two Areas of Outstanding Natural Beauty (Dedham Vale and Suffolk Coasts and Heaths); ecologically rich estuaries and countryside; and rural settlements which are rich and varied in character. Conservation and enhancement of these assets must go hand in hand with growth and development.

2. DESCRIPTION OF THE PARTNERSHIP

2.1 Purpose

To co-ordinate the economic and housing growth of the Haven Gateway sub-region to enhance the future prosperity of this major International Gateway.

2.2 Vision/ Values

The Haven Gateway Corporate Statement – Smarter Solutions for Sustainable Growth – 2008-11 was published in June 2008. It confirms the vision of Haven Gateway:

“To deliver a high quality environment for its residents, workers and visitors by

- **capitalising on its location as a key international gateway**
- **realising its potential for significant sustainable growth**
- **addressing its needs for economic regeneration**
- **creating an additional focus for growth of hi-tech, knowledge-based employment and;**
- **enhancing it’s high quality, attractive and natural assets”**

The Partnerships values are:

- Delivering Through Partnership – public and private
- Evidence-based – compelling and rigorous
- Adding Value – strategic, skills sharing, avoiding duplication

The Partnership provides a framework through which both public and private partners can work together to promote economic opportunities and secure the future prosperity of this major gateway to the UK. The sub-region’s designation as a Growth Point in 2006 and the Partnership’s appointment of a Chief Executive in September 2007 signalled a step-change in the delivery of its ambitions.

2.3 Legal Standing

The Partnership has no formal legal standing. Essex County Council is the Accountable Body for its activities which is managed through a Memorandum of Agreement.

2.4 Membership

Independent Chairman – George Kieffer – appointed June 2008 (for 3 years)

Eight Private sector members – incl BT, ABP Ports, Harwich Haven Authority, Hutchison Ports, Suffolk Chamber of Commerce and University of Essex

Eight Local authorities – Essex CC (Accountable Body), Suffolk County Council, Ipswich BC, Colchester BC, Babergh DC, Suffolk Coastal DC, Tendring DC and Mid-Suffolk DC

2.5 Role and responsibilities of Partnership

The Haven Gateway Partnership was established in 2001 and comprises leading private sector companies and has already identified its priorities and ambitions for the sub-region including:

- 49,700 jobs and 50,840 new homes by 2021
- New container terminal facilities at Harwich (Bathside Bay) and Felixstowe (South Reconfiguration – under construction)
- An international visual arts centre – First Site – at Colchester (due to open May 2010)
- The redevelopment of the Ipswich waterfront including the provision of a new University Campus Suffolk
- Maintenance of the Gateway's high environmental values and quality of life
- The regeneration of Jaywick, Harwich and Felixstowe and other coastal towns
- Maximising the role of the sub-region as an International Gateway to the UK

3. PRIORITIES FOR 2009/10

The Partnership has identified 5 key responsibilities for 2009/10 (and provisionally 2010/11)

3.1 Provide increased economic intelligence, business engagement and advocacy at a sub-regional level (through the delivery of an EEDA specification) and particularly in response to economic downturn

- Collate business intelligence through direct engagement and in association with business representative organisations
- Implement the MOA with Business Link to increase targeted business support
- Monitor the economic health of the sub-region's businesses and alert EEDA to threats/risks
- Analyse appropriate socio economic data to provide sub-regional intelligence
- Take account of existing/planned intelligence reports, etc to inform sub-regional evidence base and provide regular updates of the evidence base

- Identify and small number of key economic issues (embedding the IDP, Felixstowe to Nuneaton railway, A12) and plan an advocacy campaign in relation to these issues
- deliver business networks in the key sectors as appropriate
- Identification and implementation of European Funding applications in support of wider HGP activities
- Closer working with East of England International, SDA and Essex County Council to develop mechanisms to ensure increased effectiveness of the inward investment and international trade service within the sub-region and to monitor and evaluate this work
- Exploit the creative industries potential within the Gateway including the establishment of a Creative industries network

3.2 **Learning, Skills and Employment**

A sub-regional Learning and Skills Board to develop a partnership of public and private organisations who by working together will direct the development and implementation of the Education and Skills Strategy for the Haven Gateway area. The objectives of the Forum will be:-

- To promote and integrate education and skills policy with the wider aspirations of the Haven Gateway.
- To provide a single point of contact for liaison with the DfES, Go-East, EEDA, Local Authorities and the business communities on education and skill initiatives for the Haven Gateway area (care here as 1st tier LAs see this as their responsibility).
- To develop a Business Plan to deliver the Skills strategy to offer through the Train to Gain service more widely within the Haven Gateway.
- Work on delivering a regional logistics academy

3.3 **Managing Growth Point Funding, securing additional investment in infrastructure and the delivery of the Integrated Development Programme (IDP) - the single conversation to coordinate economic and housing growth of the Haven Gateway sub-region through:**

- work with partners to manage, develop and deliver the Integrated Development Programme and its associated funding streams eg Growth Fund through a dedicated programme team

- Raising skills for sustainable communities, know-how and pooling resources
 - Support the delivery by partners (largely local authorities) of key IDP projects
 - Provide co-ordination of the Ipswich Policy Area Officer group and closer working with local authority delivery partners eg Colchester Renaissance, Felixstowe Futures, Jaywick Leadership Group, Harwich Regeneration and InTend
 - Bring together housing and economic sub-regional partnerships to deliver a single sub-regional conversation and a single programme of delivery
 - Evaluate, monitor and revise the IDP to articulate the linkages between the housing and employment targets within a spatial planning context with the identification of key sites and constraints including transport infrastructure which identifies key investment schemes and creates packages of intervention for presentation to government agencies or bodies for future funding opportunities.
 - Influence the strategic planning and delivery of key infrastructure projects affecting the growth of the sub region
 - Provide a sub-regional Transport Board to focus specific attention upon the long term infrastructure requirements of the sub region, including innovative solutions such as TENT-T funding for F2N, developing a sub-regional CIL and promoting the A120
- 3.4 **Provide a sub-regional response to the RSS and a draft sub-regional CIL. Secure additional funding for the IDP priorities (EEDA, HCA and EU)**
- Coordinate a joined-up and effective response to the RSS review
 - Develop a sub-regional CIL
- 3.5 **Develop a particular emphasis and advocacy on 5 key growth sectors and in line with the LAAs**
- Ports, maritime and logistics
 - Innovation and ICT
 - Construction
 - Tourism and creative Industries
 - Marine Leisure
- 3.6 **Coordinate a number of key activities, namely:**
- A sub-regional response to the 2012 Olympics (new)

- Implementation of the sub-regional skills strategy (published February 2008)
- Provide a sub-regional tourism offer incl Haven Cruise
- Develop a Haven Gateway Design Initiative (new)
- Delivery of the Haven Gateway Green Infrastructure Programme (new)
- Deliver the Dryports EU Interreg project
- Develop a common sub-regional economic appraisal system (3 Dragons) for Affordable Housing to assist delivery of an updated sub-regional housing strategy (new)
- Provide a rural regeneration project
- Deliver 'Beyond 2010'

4. CORE PUBLICATIONS

As well as its Corporate Statement (Published June 2008) and Integrated Development Programme (published December 2008), the Partnership has a number of core documents as follows and all are available on the website:

Framework for Growth (New Growth Point)
 Framework for Business
 Haven Gateway Tourism Strategy
 Haven Gateway Green Infrastructure Strategy
 Creative and Culture Industries Strategy (not published)
 Haven Gateway Skills Strategy
 Making Waves – Marine Leisure Review
 Greater Haven Gateway Housing Strategy (to be updated in 2009/10)

5. EXECUTIVE TEAM FOR 2009/10

The structure of the Haven Gateway was reviewed by the Partnership in 2008 and is proposed as follows

Chairman	- George Kieffer
Chief Executive	- David Ralph
Projects Director (0.6fte)	- Richard Morton
Executive Support and Clerk to the Board	- Lisa Brazier
Growth Point Programme Management	- Helen French ECC
Interim Development Director	- Steve Clarke
Rural Regeneration Consultant	- Ed Bennett

5. KEY ACTIONS FOR SUB-COMMITTEES 2009/10

Governance (Board /Finance and Scrutiny)

Review the Partnership post Local Government Review (Suffolk)

Quarterly Finance reviews

Quarterly Reviews of EEDA specification

Prepare Key Performance Indicator baselines

Prepare a 20010/11 updated business plan

6. ACHIEVEMENTS IN 2008

January

2008/9 Business Plan submitted

Investing in Communities Annual Development Plan submitted

Green Infrastructure Workshop

MoU agreed with Exdra and SDA

Port-net Interreg IIIC project completed

HGP Skills Research published by UCS Skills

February

IOD sponsorship announced

Dianne Hardy joins HGP as liC Programme Manager

Suffolk Launch Greenest County

HGP Rural Planning Event – introduced by Lord Hanningfield

Felixstowe Regatta sponsorship announced

Recruitment campaign for Chair underway

HGP Skills Strategy published - LSC contract agreed

March

Phase 1 Watercycle published

Suffolk Business Feature on Haven Gateway

Cruise Miami

HGP Business Plan agreed

SNR published

HGP liC external Evaluation completed

Middle Eastern International Trade Seminar

HGP “Framework for Business” agreed

Project Director appointed as SeaVision UK Education Chairman

April

Mid Suffolk DC formally joins the Partnership

Responsibility for Growth Point Funding transferred to Partnership and Growth Point programme agreed
liC programme transferred to County Councils
1st draft IDP submitted to EEDA
Over 5500 homes built in Greater Haven Gateway in 07/08
Improvement East funding agreed

May

Interviews for Chair and Private Sector Board Member appointments
Helen French starts work with HGP as Growth Point Manager
Felixstowe South reconfiguration starts
East of England Plan approved
Felixstowe Regatta takes place – wet
A12 Commission of Inquiry
MOA with Inspire East agreed

June

Revised Business Plan approved and accommodation review starts
Annual General Meeting – Annual Report published
New Chairman – George Kieffer confirmed
George Courtauld – becomes HGPs second President and Lord Cranbrook agrees to become Patron
New Private Sector Board Members confirmed
Corporate Statement – Smarter Solutions for Sustainable Growth published
Green Infrastructure Strategy launched
In-Tend launched
BoSS construction project transfers to Suffolk New College – Paul Howlett leaves

July/August

Dianne Pile remains with the Partnership as Clerk to the Board - Lisa Brazier starts full time
IDP regional agencies seminar chaired by EEDA
Team awayday
Internal audit report and establishment of Financial Overview and Scrutiny Committee
ICS Port congestion seminar
Growth Fund Consultation published
EEDA Quick Wins project submitted
Review of SNR published
Outlined business cases for CIF2 funding (A12 Cuckoo Farm junction and Ipswich Town Centre) agreed

September

Boundary Committee report published
East of England Transport Summit
HGP Growth Point Submission
Steve Clark appointed as interim Development Director
Review of Colchester Research Park proposal starts

October

RIF Consultation seminar
RSS Refresh underway
Weston Homes Community Stadium opens
Dryports EU funding approved
BT submits planning application for Adastral Park
Joint meeting with Suffolk and Essex County Councils on Collaborative European Project working
Haven Seaports exercise with 100 North Essex Students held at Harwich
Haven Container Ports exercise with 90 Suffolk Students held in Kesgrave
Maritime group of businesses attend Careers Fair at UEA

November

Snoasis approved
East of England and Suffolk Tourism Awards
Stansted Capacity (to 35mppa) agreed
Taking Forward SNR published
3 year office lease agreed
Ipswich Town Centre Flood prevention scheme underway
EADT Awards – Haven Gateway sponsors International Trade Category
Nigerian Ports Authority Visit to the Sub-region to understand Haven Gateway concept
Bahrain Logistics Zone Visit to the Sub-region to develop trade links
Beyond 2010 ESF Training Fund – Haven Gateway managing the Transport Gateways sector

December

HCA launched
£60 million for A12 confirmed (and £57m for North London Orbital)
Essex Rural Commission starts
DfT – Delivering a Sustainable Transport System published
Regional Freight Strategy published
LGR Boundary Committee report delayed until February 2009
Haven Gateway IDP published
Growth Point Funding for 09/10 and 10/11 confirmed – £12.072m

Haven Gateway website re-launched as central communications platform for the Partnership
 Business Link East and HGP MOU proposed
 Industry and Education Forum on Maritime Careers held in London

7. FINANCE

Budget - 2008/9, 2009/10 and 2010/11	2008/9	2009/10	Draft 2010/11
EXPENDITURE			
Employees	265	260	260
Premises	70	30	30
Communications incl IDP and website	70	40	30
ICT Costs	10	10	10
Other			
Core Costs	30	30	25
Operational Support Costs (incl one off server upgrade)	20	30	20
Chairman	25	25	25
Sub-total	490	425	400
Projects Total		115	100
Dryports	10	15	15
Watercycle	130	5	5
GI	10	10	10
Design Initiative		15	25
Housing Appraisal Software (3 Dragons)		25	5
Rural Regen		10	0
Haven Cruise	10	10	10
Skills		25	30
Total Expenditure	650	540	500
INCOME			
EEDA	160	120	120
liC	0	0	0
Core partners	137.5	137.5	137.5
Dryports	10	15	15
Growth Point Funding	100	220	180
IDP/MAA Development	25		
CLG/HCA	0		
Earned Income through Projects (incl carry forward)	200	50	50
Total Income	632.5	542.5	502.5

Current Project Contracts

Watercycle	130		
Beyond 2010 Improvement East		25	25
	25	5	

Growth Point contribution

Accrued Interest from 2008/9
Interest at Base rate 2009/10
Interest at base rate 2010/11

8. RISK ASSESSMENT

Key risk	Impact H, M or L	Probability H, M or L	Proposed risk Management measures
Loss of Partner Funding core funding	M	L	Sub-regional coordination is identified as a key opportunity for both Government and regional approaches. Therefore the case for a sub-regional Partnership is stronger than ever particularly with Growth Point funding now coordinated sub regionally. Needs to be reviewed following LGR
Loss of Funding to support key activities	H	M	Growth Point funding – secured for 2009/10 and indicative for 2010/11. EEDA SREP funding – specification received. Proposal to be submitted. Failure to secure funding – revised business plan to be agreed European funding – Dryports in place; Beyond 2010 – contract awarded
Loss of key Staff/failure to recruit	M	M	Active Support and supervision

Resignation of Chair	L	L	Vice Chair act-up whilst new Chair recruited
Loss of private sector Board members	L	M	Up to 2 replacements to be recruited through personal contacts
Earned Income fails to meet target	M	L	Growth Point Funding used to balance