

**PROPOSED WORKING ARRANGEMENTS WITH THE HAVEN GATEWAY
PARTNERSHIP**

Contact Details:	Russell Everard
Designation:	Head of Enterprise & Culture
Ext. No.:	2852
Email:	russell.everard@braintree.gov.uk

Background Papers:	1. Leadership Group meeting notes, 14 th April 2008 2. Draft Memorandum of Understanding 3. Executive Summary, Integrated Development Programme for the Haven Gateway Sub-Region
Financial Implications:	None at present
Equalities Implications:	None
Legal Implications:	None at present
Options:	1. To develop closer working relationships with the Haven Gateway Partnership through a Memorandum of Understanding; 2. To continue to seek partnership opportunities with other districts and/or Sub-Regions.
Risks:	None identified at present

EXECUTIVE SUMMARY

The five Haven ports of Felixstowe, Harwich International, Harwich Navyard, Ipswich and Mistley represent the single most important cluster of ports in the UK. Based on their central role as hubs and generators of economic activity, the Haven Gateway Partnership (HGP) claims to provide a framework within which its partner organisations - from the private and public sectors - can work together to promote economic opportunities and secure the future prosperity of the region.

David Ralph, Chief Executive of HGP, gave a presentation to Leadership Group in April 2008, and it was agreed that a plan be drawn up to identify how joint working between the Council and other partners in the District and the HGP can be moved forward.

The Head of Enterprise & Culture subsequently met with David Ralph to identify areas of strategic commonality between the organisations, and this report highlights some of the key areas where joint working could be beneficial.

DECISION:

That Members endorse the (draft) Memorandum of Understanding between the Council and the Haven Gateway Partnership (attached).

Background

The Haven Gateway Partnership was launched in 2001 and brings together the ports of Felixstowe, Harwich, Ipswich, Mistley and their surrounding hinterlands including the regional centres of Colchester and Ipswich. The area includes the southern part of Suffolk Coastal District, the eastern part of Babergh District, Ipswich and Colchester Boroughs and Tendring District in northeast Essex. Collectively it is known as the Haven Gateway.

The Haven Gateway is identified in the East of England Plan as one of four areas in the region in which the coherence and particular nature of the issues and responses justifies sub-region treatment.

There are significant similarities in the economic ambitions of the HGP and Braintree District Council. There are also a number of key issues, for example infrastructure and skills, which both organisations share and are seeking to address through various lobbying and intervention strategies. It would seem appropriate at this moment in time to develop closer working relationships at both Member and senior officer level, which will provide both organisations with the opportunity to jointly address matters of concern.

Areas of commonality in vision and ambition for the HGB and Braintree include:

- Infrastructure (A120 & A12)
- Workforce Skills
- Jobs/Homes Imbalance
- Provision of High Value Jobs
- Affordable Housing

Areas of potential joint working include:

- Housing.** Recognition of overall Greater Haven Housing target
Commitment to do more work on achievable affordable housing targets
- Planning Tariffs.** Possible joint working on Community Infrastructure Levy/planning tariffs
- Skills sharing.** Possible opportunity to join Tendring, Colchester and Ipswich to review option for more shared working on growth areas e.g. planning, strategic housing and economic development
- Integrated Development Programme.** (Exec summary attached). Possible additional involvement of Braintree.
- Infrastructure.** Lobbying for A12 and A120
- Transport Board.** Possible observer status on the HGP Board/Transport Board

It is worth noting that Mid Suffolk has recently joined the Partnership, and Babergh has requested inclusion of the whole district. I understand that annual membership fees to the Partnership range for £3,500 to £6,000.

Meetings with Members can be arranged as and when appropriate. It is suggested that the Head of Enterprise and Culture meets with the Chief Executive of HGP on a quarterly basis and reports back to Cabinet.

Head of Enterprise & Culture
May 2008

(Draft) Memorandum of Understanding between

The Haven Gateway Partnership
&
Braintree District Council

The Haven Gateway Partnership and Braintree District Council are committed to work more closely together now and in the future to ensure the more effective delivery of economic development and community regeneration activity of Essex and Suffolk, and particularly in the Haven Gateway growth area which straddles both counties.

The parties are committed to:

- identifying and developing practical ways of working more collaboratively, by for example finding more cost effective and efficient systems of delivery;
- identifying key areas of expertise where partners might benefit from the sharing of knowledge and know-how;
- considering areas of work which might benefit from greater cooperation.

Initially the focus of this new collaboration will include the development and progressing of an effective Local Area Agreement / Multi Area Agreement in the light of the Sub-national review of Economic Development and Regeneration and securing increased levels of Regional and European Funding.

Signed on the

George Courtauld, Chairman
Haven Gateway Partnership

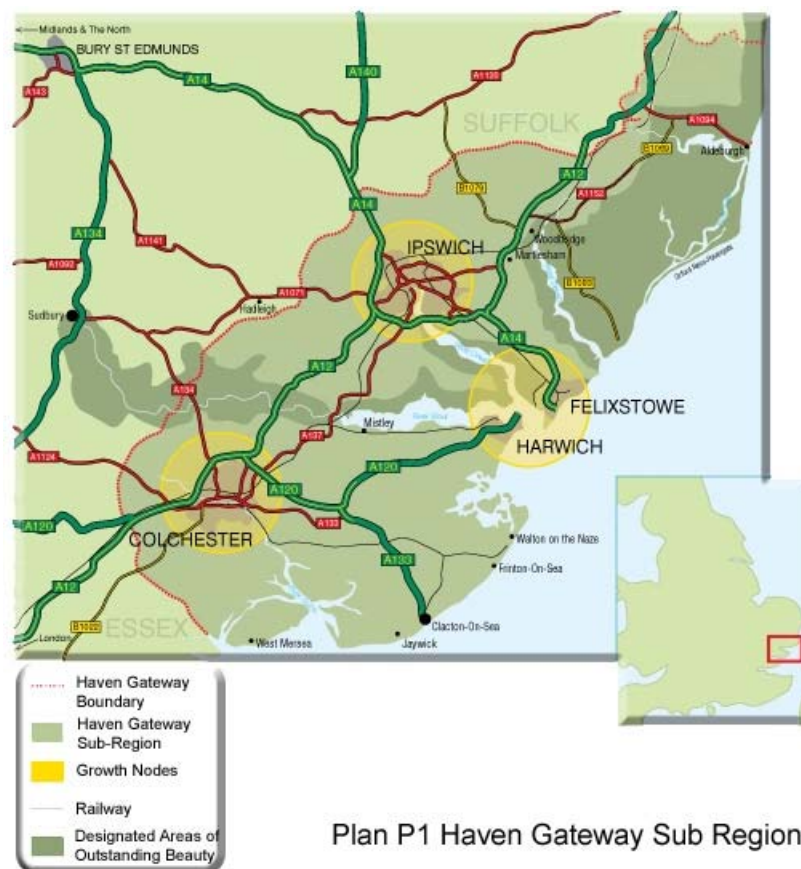
Graham Butland
Leader
Braintree District Council

Executive Summary

1. This document presents the Integrated Development Programme for the Haven Gateway Sub-Region. It provides a single delivery plan for capital-led investment which will allow for appropriately phased development in the period to 2021 and, indicatively, beyond.

Context for growth in the Haven Gateway

2. The Haven Gateway is identified in the East of England Plan as one of four areas in the region for which the “*coherence and particular nature of the issues and responses justifies sub-area treatment*”. 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. The East of England Plan explains that the Haven Gateway “*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*”.



3. Between 2001 and 2021, provision will be made for the delivery of 65,100 net additional homes within the Haven Gateway (of which 49,680 will be delivered

between 2006 and 2021, and 35% as a guideline will be affordable). Additionally, the sub-region has committed to delivering some 50,000 net additional jobs. It is because of its willingness to sign up to growth on this scale that the Haven Gateway is identified within the new draft Regional Economic Strategy as one of the East of England's principal "engines of growth". By the end of the period, it is anticipated that the resident population of the Haven Gateway sub-region (all districts) will have grown from 700,000 to 800,000 people – an increment of almost 15%.

4. Within this context, the Vision that local partners have developed for the Haven Gateway is to deliver

a high quality environment for its residents, workers and visitors by capitalising on its location as a key 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 protecting and enhancing its high quality, attractive and natural assets

Progress to Date

5. To date, the sub-region appears to be outperforming other sub-regions in terms of housing completions. However in terms of the delivery of affordable housing units, the sub-region is currently very much behind trajectory.

Table 1: RCE Housing Targets and Completions by Sub region (at March 2007)

City	Proposed RSS target 2001-2021	Annual RSS target 2001-2021	Completions 2001-2007	Average annual completions 2001-2007	Revised residual annual target 2008-2021	Delivery against original annual target (+/-)
Luton (inc. Dunstable, Houghton Regis, Leighton Buzzard and Linslade)	26,300	1,315	5,312	885	1,499	-184
Peterborough (UA only)	25,000	1,250	4,869	812	1,438	-188
Southend (inc. whole districts of Castle Point and Rochford)	15,100	755	4,949	825	725	+30
Haven Gateway (inc. whole districts of Colchester, Ipswich, Babergh, Mid Suffolk, Suffolk Coastal and Tendring)	65,100	3,255	20,566	3,428	3,181	+74
Norwich (inc. whole districts of Broadland and South	37,500	1,875	9,304	1,551	2,014	-139

City	Proposed RSS target 2001-2021	Annual RSS target 2001-2021	Completions 2001-2007	Average annual completions 2001-2007	Revised residual annual target 2008-2021	Delivery against original annual target (+/-)
Norfolk)						
Total	169,000	8,450	45,000	7,501	8,857	-407

6. In employment growth terms, the analysis is more complex. The target of 50,000 jobs created by 2021 has always been recognised as challenging and GVA per capita is projected to diminish over the same time period. However, recent EERA AMR data (2001-2007) suggests, particularly in terms of employment growth targets, that the Suffolk part of the Haven Gateway has performed strongly in recent years. As a Partnership we are committed to analysing this further over the next few months in order to generate the most robust logic chain

Realising the Vision

7. In order to realise our Vision – and to achieve the housing and employment growth targets set out in the East of England Plan – it will be necessary to harness the Haven Gateway’s considerable assets in a consistent, ambitious and sustainable way, and to address a number of important weaknesses and constraints. Overall – currently – the Haven Gateway is, at best, mid ranking in terms of the strength of its economy: per capita GVA is lower than elsewhere in the region, as are the skills of its resident population, rates of entrepreneurship and composite measures of overall competitiveness. Additionally, it is important to acknowledge that – with the exception of Colchester Borough, and Suffolk Coastal and Ipswich Borough more recently) – rates of housing completion have fallen behind the expectations of RSS, while affordable housing has been delivered at rates which are some way adrift from the regional average.
8. In the light of challenges of this nature – and in seeking to effect the sustained transition to which the area has pledged – there will be a need for substantial investment in the Haven Gateway; the vast majority of this will derive from the private sector. However in seeking to deliver the ambitious Vision, the public sector also has an important role to play; it must address key market failures (including in relation to investor confidence), respond to key challenges with regard to social equity, and respond to (and mitigate) the possible environmental impacts of growth. At the same time, it must also create the conditions in which rapid population and economic growth can take place effectively, sustainably and well.

Priorities for capital investment

9. Through developing this Integrated Development Programme, partners within the Haven Gateway are increasingly identifying what they believe to be the critical investments that will be required to unlock, facilitate, generate and sustain growth

which is consistent both with the delivery of the overall Vision and the attainment of targets which are acknowledged to be challenging.

10. Specifically, partners have identified nine Investment Packages. By way of introduction, these are listed below (in no particular order):
 - Spatial Package 1: IP-One – with a spatial focus on central Ipswich
 - Spatial Package 2: IPA-East – a spatial focus on the eastern part of the Ipswich Policy Area, which includes Adastral Park (Innovation Martlesham)
 - Spatial Package 3: North Colchester
 - Spatial Package 4: East Colchester
 - Spatial Package 5: Colchester Town Centre
 - Spatial Package 6: Coastal Town Regeneration and Port Development
 - Thematic Package 1: Transport – Fit for the 21st Century
 - Thematic Package 2: Green infrastructure
 - Long Term Investment Package: Strategic Employment Sites and Land Release
11. Six of these are Spatial Investment Packages which relate to coherent geographical areas with significant growth potential; the development of all six Spatial Packages has been led by the relevant local planning authority(ies). Five of the six have been advanced as costed and prioritised delivery plans which are fully aligned with, and informed by, Local Development Frameworks in terms both of the scale of ambition and the timescale for its delivery. The sixth – Coastal Towns and Ports – is robust in its ambition, but it requires further work due primarily to later completion of the relevant LDFs.
12. Three of the Packages are Thematic; these are less locationally specific in their impact and instead are intended to facilitate sustainable growth across the Gateway as a whole. Both of these require further work: the Haven Gateway Transport Board has agreed to progress the transport package over the coming months and the Haven Gateway's Green Infrastructure Plan is due to be published in the next few weeks.
13. The final Package is longer term in nature and is intended to relate primarily to the latter part of the planning period; hence as yet, some of the details at this stage remain sketchy.
14. All nine Packages have been developed following the identification of – and in response to – clearly evidenced opportunities for and constraints to sustainable housing and/or economic growth. In summary terms, Table 2 below distils the thirteen key challenges and opportunities that have been identified and evidenced in relation to the Haven Gateway's growth ambitions, and the implications that follow; it then flags how the challenges and opportunities are being addressed/captured through priority interventions within the nine Packages. In highly summarised form,

Table 2 therefore provides a programme-level logic chain for the Haven Gateway IDP as a whole.

Table 2: Summary logic chain for the Haven Gateway IDP

Challenge/Opportunity	Implications	How the Haven Gateway IDP responds
a. GVA growth across the whole of the Haven Gateway is projected to be lower than the regional average and there is a concern that – left to its own devices – economic growth will focus on low wage/low skill activities	There is a clear need to nurture higher value-added activities with a strong knowledge component, building on the knowledge-based assets of Haven Gateway	Three spatial packages have a strong focus on the scope and potential of the knowledge economy, and have identified priority interventions in response: <ul style="list-style-type: none"> • IP-One – with a focus on UCS • IPA-E – based around Aadastral Park (Innovation Martlesham) • East Colchester – with strong links to the University of Essex
b. Skills levels across the Haven Gateway are relatively poor and in some areas, they are seriously weak	A wide-ranging response is needed and a capital investment plan can only be part of the answer. Extending the provision of HE/FE is one key dimension	Interventions concerned directly with the skills of local people are identified in one of the spatial packages: <ul style="list-style-type: none"> • IP-One – including the Phase II and III expansion of UCS, the Knowledge Innovation Hub and Suffolk New College • IPA –East and increased working between BT and the HE sector • Colchester East – Development of University of Essex • Redevelopment of Colchester Institute
c. Currently, the area performs poorly on metrics of enterprise/entrepreneurship. In this context, there may still be a shortfall in relation to the supply premises for business start-ups	The Haven Gateway needs actively to foster an environment of entrepreneurship. Provision for homeworking may be one part of this but there is also a need for more business incubator facilities	Investments aimed at encouraging higher rates of business start-up and survival are embedded in several of the Packages: <ul style="list-style-type: none"> • IPA-E – including the development of Innovation Martlesham (Suffolk Innovation Park) • East Colchester – including plans for a BIC and science park linked to the University of Essex • Colchester Town Centre – including emerging plans for the provision of business space linked to the creative and cultural sector • North Colchester – with plans for business incubator space as part of the Severall's Hospital site development
d. Particularly in and around Colchester, employment land – although plentiful in supply – is of a poor quality and it is not conducive to added value economic growth	There is a need to identify and safeguard high quality sites, while recognising the growing importance of provision outside of the B Use Classes	Several of the Spatial Investment Packages respond to this imperative including, most directly: <ul style="list-style-type: none"> • IPA-East – with the potential for strategic employment provision • North Colchester – with significant employment provision <p>Additionally, the IDP includes a Long Term Investment Package with a focus on strategic employment provision across the Haven Gateway</p>
e. Within the Haven Gateway, there are some strong knowledge-based assets which need to be harnessed effectively, especially in the creative industries, in ICT, and in environmental technologies	In order to achieve sustainable economic growth as part of the wider growth agenda, it will be imperative to provide the physical infrastructure consistent with the needs of priority sectors and clusters	Several of the Spatial Packages have a strong sectoral focus. For example: <ul style="list-style-type: none"> • IPA-E – is built around the needs of the ICT cluster • East Colchester – is premised around knowledge-based activity, including that relating to ICT • Colchester Town Centre and IP-One – both have a focus around the creative and cultural sector

Challenge/Opportunity	Implications	How the Haven Gateway IDP responds
(retail, services, etc.) of the larger urban areas are relatively weak and – at least in Ipswich and Clacton-on-Sea – this links to the built form/urban realm. Issues relating to the economic vibrancy of town centres need to be addressed	recognise the importance of vibrant town centres in the context of sustainable growth and from the perspective of provision for both housing and jobs growth targets	(including interventions linked to the public realm) is at the heart of a number of the Spatial Investment Packages including, especially: <ul style="list-style-type: none"> Colchester Town Centre and IP-One – the packages relating to the town centres of Colchester and Ipswich respectively
g. Several coastal towns are in need of regeneration: there are pockets of severe deprivation in these communities, including in relation to labour market participation	A particular response is needed in relation to these settlements, recognising that coastal towns face a number of shared regeneration issues although some are also set for growth	Within the IDP, there is a Spatial Package focusing on Coastal towns – an emerging package which is addressing the need for renaissance and revival in the sub-region's smaller urban centres and rural areas and in part this is being addressed through the Partnerships Economic Participation Interventions.
h. Although the development process is a long one, the prospect of significant port expansion at Felixstowe and Harwich needs to be recognised, and potential economic opportunities need to be identified in response	The full potential of ports development – and the risks linked to it – needs to be factored into long term thinking about investment priorities	Within the IDP, there is a need to further develop the growth potential linked to port development at Felixstowe and Harwich. Alongside the regeneration of the coastal towns, this Package will need to be developed over the months ahead
i. The sub-region's housing growth target remains a challenging one: although delivery was better in 2007, the whole sub-region is now facing the impact of the credit crunch	It may be necessary to intervene to ensure that key sites are released onto the market at the required times to ensure the required flow on new homes	Within the IDP, several Packages include interventions linked to bringing forward significant sites for housing development. For example: <ul style="list-style-type: none"> IPA-E – includes a major housing site and the master-planning linked to it (although the preferred location for this will not be known until later in 2008) North Colchester – includes investments required to unlock several major housing sites
j. The provision of new affordable housing in the Haven Gateway since 2001 has been less than a third of that sought by the RSS for the period 2008-2021 so the delivery challenge is acute, particularly if the backlog of provision is to be addressed	It is important that progress is made in the delivery of housing <i>per se</i> . Additionally, mechanisms for the delivery of affordable housing need to be used more effectively, consistently and well	Across all the Packages which include a significant element of housing delivery (i.e. all six Spatial Packages), there is a commitment to deliver a high proportion of affordable housing, but whilst not surprising in the early years of delivery affordability is very much behind trajectory. Public sector housing and Housing Corp funding are critical components to deliver this aspiration.
k. The provision of new physical infrastructure is currently failing to keep pace with the growth in housing and population. This is probably most acute in the case of	Additional investment is essential and the timing of it needs to be phased appropriately. In parallel, there is an imperative to effect a modal shift – away from car use towards	The IDP makes a reasoned case for targeted infrastructure investment, both within the Spatial Investment Package and in a separate thematic package based on Transport – Fit for the 21 st Century. Utilities provision including for example Electricity supply within IPA – East and, the Water Cycle – currently being addressed and other core utilities provision are critical

Challenge/Opportunity	Implications	How the Haven Gateway IDP responds
transport investment, both at a sub-regional level (A14, A120, F2N) and at the local, inter-urban, level	public transport, walking and cycling	constraints to growth.
l. Water resources will become increasingly stretched and, at the same time, the risk of coastal flooding will threaten parts of the area, including some of our towns	The infrastructure implications linked to water need to be addressed in planning for sustainable growth	Within the IDP, several Packages include interventions linked to addressing flood risk e.g. IP-One, Coastal Towns In addition, within the Haven Gateway, work has been done on a water cycle study and the results and implications of this will inform future iterations of the IDP
m. The need to safeguard and create green lungs and corridors (both within towns and between them) will also become more important as the area continues to grow.	As above, Green Infrastructure needs to be designed into the Haven Gateway's future growth	Included within the IDP is a Thematic Package with a focus on green infrastructure.

15. Within each of the Packages, partners have identified priority interventions; some require public sector investment, and some do not. These interventions are variable in character – from electricity supply, to public realm improvements, to the provision of business incubator space, and to transport investments. However they all have a clear and evidenced relationship to the delivery of the overall ambition for growth. Moreover they all have a specified – and usually catalytic – role in relation to the progress of the Package of which they are a part. It is on this basis that they have been scored by local partners and then prioritised, in line with the methodology set out in the IDP Toolkit.

Taking the IDP forward

16. Within the Haven Gateway, partners are convinced that the nine Packages that have been identified are the right ones in terms of managing – and prioritising – the investments required to deliver substantial growth sustainably and well.
17. The preparation of the IDP to date has helped inform our thinking in terms of our Programme of Development submission to Government for Growth Point Funding (where the Partnership identified the need for £51m of public sector investment (2008-11) and to date has secured 17.457m and Community Infrastructure Funding).
18. However the IDP process has been an ambitious one – in concept, scope and timescale. For instance, it has, for the first time, brought together the disciplines and timescales linked to new approaches to spatial planning *and* those associated with key funding cycles. Hence the exercise itself has been quite challenging particularly in the context of the LDFs being at different stages of development (and therefore varying levels of certainty).

19. Partners within the Haven Gateway are committed to taking the IDP process further in subsequent iterations. This will mean, *inter alia*, a broadening of its scope (by involving a wider range of delivery bodies) and striving to ensure that a wider range of stakeholders are aware of its role, purpose and importance (indeed, specific events of this nature are planned in relation to the IDP later in the year). Additionally, within the Haven Gateway, serious consideration is being given to how the IDP might inform the content of a Gateway-wide Multi-Area Agreement. This is further explored in the recent analysis – Haven Gateway – the Business Case for/against a Multi Area Agreement. Similarly, the RSS review is an opportunity to better co-ordinate policy and investment planning at a sub-regional level and look with greater certainty beyond 2021.
20. Additionally, several of the Packages identified need further work and elaboration, particularly with regard to interventions focused in later stages in the planning period. In some cases, detailed work has not been possible over recent months owing to the timing of LDF processes. In others, detailed technical work remains to be done within an agreed policy framework. However across the Gateway, there is a commitment to advancing the actions set out in this document and using the IDP *de facto* as a ‘live’ project management tool.
21. While the interventions identified in this IDP for Haven Gateway are not all fully developed, partners are convinced that those which have been specified in detail are the right ones. Given the scale of both opportunity and challenge that the Haven Gateway represents, it is partners’ belief that – given its rigour – the IDP ought to be of serious interest to a wide range of different funding bodies and, equally, it ought to influence in a material way, the contents of the East of England’s submission to government in response to the Regional Funding Allocations; this is a process which is due to commence later in the year as well as future Growth Point Funding, the Community Infrastructure Fund, the Regional Infrastructure Funding and mainstream funding and priorities from Government sponsored agencies.