

# Quality, quantity or affordability?

## How do we deliver the sustainable homes we need?

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Thursday, 11 July 2019: 10am – 4pm

The Atrium, Wherstead Park, Ipswich, IP9 2BJ



wifi: Wherstead Public

Join us at <https://www.sli.do/>

#norfolksuffolkhousing

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## Introduction and background

We have a collective ambition to deliver 140,000 new homes across Norfolk and Suffolk by 2036.

But we must build the right kind of housing where it is needed and build communities and places where people want to live. In doing so, it is becoming increasingly important we must also focus on delivering clean growth, ensuring the new homes we build are environmentally and economically sustainable.

We believe now is the time to re-focus our collective thoughts around the housing agenda and as such we have developed this conference in association with the Housing and Finance Institute and the Suffolk Growth Programme Board. The organisations have worked together to identify three key themes that we believe together define the current housing challenge we face:


- Quality: how do the public and private sector work together to ensure new homes and places are well-designed and support wider clean growth objectives and improvements to quality of life?
- Quantity: do we have the skills, trades and resources to deliver 140,000 new homes across Norfolk and Suffolk by 2036?
- Affordability: how can we attract a greater level of investment to address issues of affordability and the delivery of much needed infrastructure?

Working across the public and private sectors we can explore innovative approaches to each of these challenges to ensure we have the right skills to deliver the high-quality sustainable homes we need, in the right place and at an affordable cost.

In working together we can build the sustainable communities our people want to live in and ensure Norfolk and Suffolk continue to thrive in the future.



Doug Field, Chair, New Anglia LEP



Saul Humphrey, Chair, Building Growth Group



Stephen Baker, Chair, Suffolk Growth Programme Board

## Agenda timings subject to change

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9.30	Registration and coffee	
10.00	Welcome from the New Anglia LEP	Doug Field, New Anglia LEP
10.10	Keynote address	Tony Pidgley, Berkeley Homes
10.40	Building skills <i>Skills panel chaired by Saul Humphrey</i>	Saul Humphrey, Building Growth Group Sarah Beale, CITB Tom Oliver, Ilke Homes Nikos Savvas, West Suffolk College
11.30	Coffee	
11.45	Embedding quality – the developer's view <i>Developers panel chaired by Wayne Hemmingway and Chris Lamb</i>	Wayne Hemingway, Hemingway Design Chris Lamb, Design South East Mark Chapman, Taylor Wimpey Andrew Dobson, Crest Nicholson Ed Gilder, Badger Building Stuart McAdam, Persimmon Homes Will Vote, Rose Builders
12.45	Lunch and networking	
13.45	Strategic context and key housing issues	Natalie Elphicke, HFI
14.15	Attracting investment: how partnership working can boost housing and infrastructure delivery <i>Investment panel chaired by Pete Gladwell</i>	Pete Gladwell, Legal & General Richard Bacon, MP for South Norfolk Ben Denton, Legal & General Natalie Elphicke, HFI Paul Kitson, Homes England
15.15	Output summary and 'call to action'	Chris Starkie, New Anglia LEP
15.30	Conference close	

## Speaker Biographies In order of appearance



### **Doug Field – Chair, New Anglia Local Enterprise Partnership**

Doug is Joint Chief Executives of the East of England Co-op, the largest independent retailer in East Anglia. There Doug oversees the finances of the business and the technology infrastructure, from PCs to till points. His approach to leading the co-operative business is driven by the knowledge that he is protecting and nurturing the legacy of over 280,000 members, for this generation and the next.

As Chair of the New Anglia Local Enterprise Partnership, Doug is passionate about living and working in the East. Doug is pleased to be able to use his skills and expertise as Chair of the New Anglia LEP to drive economic growth for the region and create the environment for businesses to thrive and flourish.

### **Tony Pidgley CBE – Chairman, Berkeley Homes**

Tony is Chairman of the Berkeley Group. He left school at 15 to form his own company in haulage and plant hire. At 19, he sold his business to Crest Homes and became a Building Director, before leaving to form Berkeley in 1976. Under his leadership the business has grown to become a FTSE 100 company and builds thousands of homes each year.

At Berkeley, Tony has led some of the country's most challenging and celebrated regeneration programmes, including the reinvention of the Royal Arsenal munitions site in Woolwich, and the revival of Hackney's Woodberry Down estate. He has pioneered a holistic approach to placemaking and is passionate about working in partnership with local people to create welcoming communities that inspire civic pride and enhance wellbeing.

Tony has advised successive Governments on regeneration, housing and developing public land. He was a member of Lord Heseltine's Estate Regeneration Advisory Panel, the Thames Estuary 2050 Growth Commission and the Mayor's Outer London Commission. He was the longest serving President in the history of the London Chamber of Commerce and Industry and was awarded a CBE in 2013 for "services to the housing sector and the community".



### **Dr Saul Humphrey – Chair, Building Growth Group**

Saul is an experienced Managing Director, Consultant and Property Investor/Developer in the Construction sector. He is Chair of New Anglia LEP's Building Growth Group, the construction, housing and property development sector group covering Norfolk and Suffolk.

Saul is a Board Member of the East of England Division of Constructing Excellence, a Committee Member and Fellow of the Forum for the Built Environment and he is the East of England past President of the National Federation of Builders (NFB).

He has his own consultancy practice trading as Saul D Humphrey LLP.

**Sarah Beale – Chief Executive, CITB**

Sarah became Chief Executive of CITB in January 2017.

Sarah is passionate about promoting the need for diversity within a workforce and the business value that it can bring, from the productivity gains to thought leadership. Sarah uses this passion to help address and influence the skills needs of the construction industry and, through her leadership, seeks to add value to the sector; whether it is encouraging young people into the industry, training and developing those already in the workforce or building a more positive, inclusive image of the sector.

Since appointment Sarah has launched an ambitious three-year Vision 2020 programme of significant reform which will see the organisation become more responsive and valued by the industry it serves. Sarah's focus is now to ensure that Vision 2020 programme becomes reality.

Prior to her most recent appointment Sarah has held a number of senior roles within CITB and before that in finance based roles in both commercial environments and not-for-profit organisations. She has led on several transformational programmes, including company mergers, systems development and a variety of people and management-related projects.



**Tom Oliver – Head of Business Development London and South East, ilke Homes**

Tom leads on establishing partnerships with developers, RP's and Local Authorities across London and the South East. After a decade working for the Homes and Communities Agency and a G15 housing association he believes modular housing will deliver increased efficiency for development teams and consistently high-quality homes for residents. Passionate about increasing of all forms of housing, particularly affordable tenures, Tom believes the alignment of technological advances, public policy and underlying demand means modular can now play a role in providing the homes the country needs.

**Dr Nikos Savvas – Principal & CEO, West Suffolk College**

Nikos joined West Suffolk College in 2013 as Principal and CEO and took responsibility for re-shaping its culture and strategy to create a financially stable, high-quality institution with its students and the local community, at the heart of all decisions. This direction has seen the college grow its breadth of provision at all levels from entry-level to apprenticeships and degrees as well as our core offer of higher-level technical courses. The college is now the leading provider of apprenticeships in the region and the largest further education college in Suffolk.

Under Nikos's leadership, the college became a founding partner of the University of Suffolk and sponsored the creation of Suffolk Academies Trust, which has an outstanding sixth form in Ipswich and is building a complementary sixth form in Bury St Edmunds, to further support high-quality education for the entire region. West Suffolk College is also currently transforming a local landmark factory in Bury St Edmunds into a state-of-the-art engineering and STEM centre, and building a Construction Innovation Centre; and has just hosted the International Festival of Learning East with esteemed speakers from the business and education worlds – to inspire and celebrate innovative partnerships between industry and education.

Nikos is Chair of the New Anglia Colleges Group (a group of all the colleges and sixth form colleges in Norfolk and Suffolk), Chair of AoC East (the Association of Colleges in the East), Chief Executive of Suffolk Academies Trust, Member of SENDAT (Special Needs and Disabilities Academy Trust), Member of Suffolk Agricultural Association, and is Director of the New Anglia LEP and member of the Suffolk Energy Coast Delivery Board.



**Wayne Hemingway MBE – Hemingway Design**



Wayne built Red or Dead into a globally celebrated label and, after 21 consecutive seasons on the catwalk, sold it in a multi million pound deal. In 1999, fresh from the sale of Red or Dead, Wayne and wife Gerardine, embarked on a new adventure: Hemingway Design. And the rest, they say, is history. Other than his BSc degrees in Geography and Town Planning (which, surprisingly, have become very useful!), Wayne spent 6 years on the Design Council Trustee Board and having been with CABE for a decade since its inception (as Chair of Building For Life ), has been a Mayors London Leader and currently supports the Mayor of London Sadiq Khan, as a Design Advocate he got an MBE in the Queen's Birthday Honours list of 2006, is a Professor in The Built Environment Department of Northumbria University, a Doctor of Design at Wolverhampton, Lancaster and Stafford, and an Honorary Fellow of Blackburn College, the University of Cumbria and Regents University. (Just call him Prof, Doc, Doc, Doc Wayne Hemingway MBE, BSc, MA, Esquire.)

**Chris Lamb – Director, Design South East**

Chris is the Director of Design South East (d:se) an organisation dedicated to supporting a better built environment. D:se developed the first regional design panel, the South East Panel, one of the most respected sources of independent built environment design advice in the UK. Working across the south east and east of England they are advising on major projects including new settlements and urban extensions and developing new models of public engagement in the planning process and have recently launched the county wide Kent Design training programme. With strong facilitation skills, Chris is adept at bringing people together with diverse viewpoints and facilitating a positive dialogue, leading to better outcomes for all.



**Mark Chapman – East Anglia Technical & Planning Director, Taylor Wimpey**

Mark has been an active member of the home building sector since joining the industry in 2002. He is Technical & Planning Director for Taylor Wimpey East Anglia who build in excess of 700 homes every year in Suffolk, Norfolk and Cambridgeshire. He manages a team of 'in house' layout designers, engineers and architectural technicians carrying out all duties associated with the design and planning functions of the business.

**Andrew Dobson – Managing Director, Crest Nicholson**

Andrew joined Crest Nicholson in 2013 as Development Director for Crest Strategic Projects and became Managing Director in November 2016.

Andrew manages a multi-disciplinary team, securing strategic opportunities and driving those opportunities through to the delivery of successful communities, of which a number are founded on Garden Village principles. Andrew is the custodian for ensuring Crest's development principles and place making vision is adhered to and delivered. Andrew firmly believes in the importance of legacy and how development must sit alongside and enhance communities. Andrew has delivered long term stewardship models and has been instrumental in setting up two successful Community Interest Companies. Responsibilities have also included the delivery of key community assets such as schools, local centres and community buildings.



Andrew has over 20 years of development experience and has worked in multiple development markets including the UK, United Arab Emirates and Hong Kong. Andrew has a successful track record in managing teams in the planning and delivery of large scale developments that are designed with place making and legacy at their heart.

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**Edward Gilder – Land and Planning Manager, Badger Building**

Ed is a Chartered Town Planner with 40 years' experience in both the public and private sector and for the past 13 years has been the Land and Planning Manager for Badger Building, a privately owned, sub regional housebuilder based in Lowestoft, who presently build around 100 houses per annum. Ed sits on the Federation of Master Builders, Home Builders Group, has contributed to the Lyons Review on Housing Delivery and is a member of the Government's Starter Homes Working Group.



**Stuart McAdam – Planning Manager, Permission**



Stuart is a Senior Planner with Persimmon Homes (Suffolk) and has over 20 years' experience in town planning gained from working in a number of Local Planning Authorities in both Scotland and England. Prior to joining Persimmon homes in 2017, Stuart held senior roles for Colchester Borough Council and latterly Babergh/Mid Suffolk District Councils, dealing with major applications. He currently manages a team of in-house planners in the Suffolk Regional Office which opened in 2018 and is responsible for all aspects of planning from identifying new development opportunities and local plan promotion, to securing planning permission for residential led developments of varying scales and complexity.

**Will Vote – Planning Manager, Rose Builders**

Will is a Planning Manager at Rose Builders based at Manningtree on the Essex/Suffolk border. Like a good geographer, Will juggles many, sometimes competing, disciplines seeking planning permission for a variety of development projects. If being a "jack of all trades" geographer wasn't enough, Will has also worked in both private and public sectors and at site-specific and strategic levels.

Will helped win a London Planning award for the delivery of a new health centre in east London; the award focusing on collaborative working between the local Council and NHS. Such working is essential to delivering good places and facing up to the increasing threats of climate change. The strength that geographers and town planners can bring to these challenges is a multi-disciplinary approach, recognising that there is rarely a single element at play. People themselves are also multi-faceted. In Will's case he is a 40-year old geographer, town planner, cyclist, motorist, pedestrian, optimist, juggler, husband, dad and homebrewer. While not all of these facets are important for layout design they should remind us that spaces should be designed for people. It also explains where the malty aroma was coming from.



**Natalie Elphicke OBE – Chief Executive, Housing and Finance Institute**

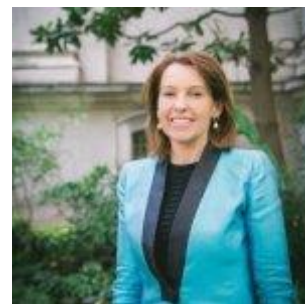
Natalie Elphicke is the Chief Executive of the Housing & Finance Institute.

Natalie has advised central and local governments over a number of years and has served as an independent adviser to HM Government. This included the influential Elphicke-House Report 2015 on the role of local authorities in housing supply, which re-set the direction of government policy in this area.

Natalie worked with MHCLG as an expert adviser on the development of the national strategy for estate regeneration. She also works closely across government, including an advisory role within the Department for Education.

Natalie's background is as a national specialist in complex housing and structured finance law and public policy. A former international law firm partner with over £4billion transactional experience, she had been described as "probably the best in the City" in her specialist area of housing.

At the Institute, Natalie is a prolific policy and market writer, and leads the organisation's programmes.



**Richard Bacon – MP for South Norfolk**



Richard is the MP for South Norfolk. Before his election to Parliament in 2001, he worked in investment banking, journalism and consultancy. He served on the Public Accounts Committee (PAC) for sixteen years and was the PAC's deputy chairman from 2010 to 2017. Based on his PAC experiences, Richard wrote the book 'Conundrum: Why Every Government Gets Things Wrong - and What We Can Do About It' (published by Biteback Publishing) and also contributed to the book 'How to Run a Country' (published by the Reform think tank). He has lectured widely, including at the London School of Economics and at Saïd Business School, University of Oxford. Parliamentary colleagues have voted him the House Magazine's 'Backbencher of the Year' and also 'Commons Select Committee Member of the Year' and he has twice been named The Spectator magazine's Parliamentarian of the Year. He founded the All-Party Parliamentary Group on Self-Build, Custom and Community Housebuilding and Place-Making, and steered through Parliament a Private Member's Bill which became the Self-Build and Custom Housebuilding Act 2015. He is now Ambassador for the Right to Build Task Force, focusing on implementing the Right to Build legislation.

**Ben Denton – Managing Director (Affordable Homes), Legal and General**

Ben is Managing Director of L&G Affordable Homes. L&G Affordable Homes was set up in 2018 and tasked to make a substantial inroad to increasing the pace and quality of delivery of affordable housing across England whilst driving-up customer service standards across the sector. The Business Plan is looking to build 3,000 affordable homes per annum by 2023 and early indications are that the business will deliver this plan.

Ben's career has included roles in the private, not for profit and public sectors delivering housing, development and regeneration programmes and schemes. He has a passion for delivering great schemes that make places and forming and growing high performing teams.





**Pete Gladwell – Head of Public Sector Partnerships, Legal and General**

After an erstwhile life as a Youth Worker, Pete joined Legal & General in 2007, launching funds focussed on liability matching and Defined Contribution pensions, and L&G's joint venture with PGGM, which now totals over £5bn. In 2015, Pete moved to lead L&G's investments with the Public Sector - including the Cabinet Office / Government Property Agency, Local Authorities, NHS, RP's, and Universities, now totalling over £4.35bn.

Pete holds an MA from Brasenose College, Oxford in Computation, the IMC, is a Fellow of the RSA, Honorary Professor at UCL, and a Trustee of the Young Foundation, working to create a more equal and just society through social innovation.



**Paul Kitson – General Manager South East, Homes England**

Paul has worked in the regeneration and development sector for over 20 years, primarily in the South East and East of England. Paul leads the land delivery and affordable housing delivery teams across the broader South East and provides a key link into the many other parts of Homes England. Prior to this Paul was responsible for putting in place the key land and planning components of Northstowe, now a flourishing new community of 10,000 homes outside of Cambridge. Before joining Homes England Paul enjoyed roles within the Registered Provider sector, at a UDC and in the third sector engaged in Urban Regeneration

**Chris Starkie – Chief Executive, New Anglia Local Enterprise Partnership**

Chris is responsible for the day to day running and development of the Local Enterprise Partnership. Working closely with the Board, Chris guides the strategic direction of the LEP, ensuring it retains its focus on creating jobs and removing the barriers to economic growth. Chris enables New Anglia businesses to have a voice at the highest possible level, by representing them at Westminster and liaising with key influencers on the topics that are important for our region.



## Delegate List

<b>First Name</b>	<b>Surname</b>	<b>Organisation</b>
Stefan	Alexander	Bottom Line Management
Mark	Allen	Create Consulting Engineers
James	Allen	New Anglia LEP
Celia	Anderson	STEM Hub
Jon	Archer	Harrison Group
Mark	Ash	Suffolk County Council
Jamie	Austin	Harrison Group
Richard	Bacon	Member of Parliament for South Norfolk
Tom	Barker	Babergh and Mid Suffolk Council
Sarah	Barker	Ipswich Council
Natalie	Beal	Broads Authority
Sarah	Beale	CITB
Tom	Beaven	Conisbee
Mike	Beckett	Rose Builders
Keith	Beverley	Wavin
Richard	Bland	Orbit Housing
Kay	Bonning-Schmitt	Suffolk Growth Programme Board
Dave	Bredin	Survey Solutions
Kevin	Bundy	Our Place
Dale	Bunting	Real Consulting
James Lee	Burgess	Xlwerks
Paul	Burnett	Targetfollow
Cllr Sarah	Butikofer	North Norfolk Council
Jonathan	Cage	Create Consulting Engineers
Carvell	Lee	Babergh and Mid Suffolk Council
Mark	Chapman	Taylor Wimpey
Karen	Chapman	Suffolk Growth Programme Board
Wai Man	Cheung	Chaplin Farrant
Ruth	Chittock	AREA Landscape Architects
Zaf	Choudry	BLP Insurance
David	Clampin	Atkins Global
Paul	Clarke	Brown & Co
Rosalynn	Claxton	Ipswich Council
Cassandra	Clements	Babergh and Mid Suffolk Council
Helen	Clements	Morgan Sindall
Graham	Connolly	North Norfolk Council
Phil	Courtier	Broadland Council
Frank	Cracknell	West Suffolk Council
Ciaran	Creegan	Pentaco
Ralph	Daff	Terrasite/Redbourne Homes
Jan	Davis	DTRL

<b>First Name</b>	<b>Surname</b>	<b>Organisation</b>
Nicky	Debbage	North Norfolk Council
Ben	Denton	Legal and General
Lewis	Di-Vincenzo	Bovis Homes
Andrew	Dobson	Crest Nicholson
Fiona	Duhamel	Babergh and Mid Suffolk Council
Hazel	Ellard	Broadland Council
Cllr David	Ellesmere	Ipswich Council
Natalie	Elphicke	The HFI
David	Falk	Suffolk County Council
Doug	Field	New Anglia LEP
Gavin	Fisk	Babergh and Mid Suffolk Council
Cairistine	Foster-Cannan	East Suffolk Council
Peter	French	Canham Consulting
Clare	Friel	Friel Consulting
Martyn	Fulcher	Ipswich Council
Ed	Gilder	Badger Building
Pete	Gladwell	Legal and General
Ellen	Goodwin	New Anglia LEP
Cllr Nick	Gowrley	Suffolk County Council
Michael	Gray	Suffolk County Council
Hannah	Grimes	Norfolk County Council
Krystian	Groom	BECG
Steven	Guy	NPS
Bethan	Hacche	BEIS
David	Harrison	Harrison Group
Mark	Harvey	East Suffolk Council
Claire	Haynes	Freelance
Sean	Hays	East Suffolk Council
Wayne	Hemingway	Hemingway Design
Cllr Lana	Hempsall	Broadland Council
Simon	Henry	Fusion 13
Matthew	Hogan	Breckland Council
Alex	Honey	Enhabit
Gary	Howe	Tarmac
David	Howson	East Suffolk Council
Anthony	Hudson	Hudson Architects
Saul	Humphrey	Saul D Humphrey LLP
Paul	Inch	
Philip	Isbell	Babergh and Mid Suffolk Council
Andy	Jarvis	East Suffolk Council
Gwyneth	Jones	Norwich City Council
James	Kerridge	Suffolk Growth Programme Board
Neil	King	Wavin

<b>First Name</b>	<b>Surname</b>	<b>Organisation</b>
Paul	Kitson	Homes England
Chris	Lamb	Design South East
Kim	Langley	West Suffolk Council
Jennifer	Lau	Jackson Civils
Paul	Lemar	Clarion Housing
Adam	Lilley	Orbit Housing
Christopher	MacDonald	Morgan Sindall
Alexandra	Maher	Suffolk County Council
Bryn	Maidman	Taylor Wimpey
Mirja	Mainwaring	LSI Architects
Sandy	Martin	Member of Parliament for Ipswich
Gail	Mayhew	Smart Growth Associates
Stuart	McAdam	Persimmon Homes
Lucy	McKay	Parker Planning Services
Laura	McNeil	CITB
Mark	Miller	RG Carter
Dave	Moorcroft	Norwich City Council
Anthony	Moore	Great Yarmouth Council
Keith	Moore	Environment Agency
Jonathan	Nelson	Richard Utting Associates
Charlotte	Norman	AREA Landscape Architects
Sandra	Olim	Anglian Water
Tom	Oliver	Ilke Homes
Cllr Jan	Osborne	Babergh and Mid Suffolk Council
Nicol	Perryman	Ingleton Wood
Simon	Phelan	West Suffolk Council
James	Phillips	RG Carter
Tony	Pidgley	Berkeley Group
Paul	Pitcher	Wellington
John	Pitchford	Suffolk County Council
Anthony	Polansky	Hamson Barron Smith
Richard	Powell OBE	HAT Ads
Chris	Pyett	RG Carter
Jai	Raithatha	Suffolk County Council
Desi	Reed	East Suffolk Council
Ian	Reilly	Lanpro Services
Philip	Ridley	East Suffolk Council
Lisa	Roberts	New Anglia LEP
Gareth	Roberts	Lovell
Michelle	Robinson	Canham Consulting
Anna	Roe	Ipswich Council
Cllr Richard	Rout	Suffolk County Council
Christina	Sadler	Network Christina

<b>First Name</b>	<b>Surname</b>	<b>Organisation</b>
Warren	Salmons	Morgan Sindall
Nikos	Savvas	West Suffolk College
Louis	Scott	REAL Consulting
Matthew	Self	Concertus
Samantha	Shimmon	East Suffolk Council
Leslie	Short	Artisan PPS
Allan	Simpson	Anglian Water
Martin	Sleeuw	Green Spectrum
Jonathan	Smales	Human Nature
Andrew	Smith	PRP Architects
Shaun	Soanes	Nicholas Jacobs
Chris	Starkie	New Anglia LEP
Andy	Starkings	Lovell
Susan	Stitt	Taylor Wimpey
Steven	Stroud	Babergh and Mid Suffolk Council
Ceri	Theobald	Flagship Housing
Lynne	Thomas-Mead	East Suffolk Council
David	Thompson	Ingleton Wood
Laura	Townes	Persimmon Homes
Matt	Tracey	Norfolk County Council
Will	Vote	Rose Builders
David	Walton	Suffolk County Council
Kevin	Ward	West Suffolk Council
Cllr Karen	Ward	North Norfolk Council
Jack	Weaver	New Anglia LEP
Trevor	Wiggett	Norwich City Council
Russell	Williams	Ipswich Council
Matt	Williams	Suffolk County Council
Hannah	Wilson	Anglian Water
Helen	Wilton	New Anglia LEP
Matt	Wood	Hudson Architects
Simon	Wood	Persimmon Homes

## Our ask to you

Please use the following link to complete the survey. The survey will focus on:

- What will you take away from today's event?
- What are your priorities for the future and how can we support you to achieve these working in partnership with the Building Growth Group?
- What do you think the objectives for Building Growth Group should be over the next 18 months?

**GO TO:**

<https://www.menti.com/uk4k7ouxk3>

## Useful information

**We thank you for your time and we hope that you found the day useful, if you have any queries please contact:**

- [ellen.goodwin@newanglia.co.uk](mailto:ellen.goodwin@newanglia.co.uk) – Infrastructure Manager, New Anglia LEP
- [saul@sauldhumphrey.com](mailto:saul@sauldhumphrey.com) – Chair, Building Growth Group
- [SGPB@eastsoffolk.gov.uk](mailto:SGPB@eastsoffolk.gov.uk) – Suffolk Growth Programme Board

**The following links will provide you with further information on the organisations and initiatives discussed at today's event:**

- [New Anglia LEP](#)
- [Building Growth](#)
- [Suffolk Design](#)