

OUR WORK PROGRAMME 2023-2024


OUR WORK PROGRAMME

We have identified four priority work areas that we will be pursuing through 2023/24.


Priority 1 (P1)
Establish Freeport East Ltd




Priority 3 (P3)
Deliver Investment



Priority 2 (P2)
Establish and deliver
an ambitious vision
for Freeport East



Priority 4 (P4)
Make the most
of our Visibility and Voice



The following slides go into each of these in more detail.

P1 ESTABLISH FREEPORT EAST LTD

HIGH LEVEL OUTCOME

- Freeport East Ltd is set up to be and recognised as a high-performing, well-respected and productive organisation that builds strong collaborative partnerships with a range of organisations. Freeport East is considered as a leader amongst UK freeports and deploys models of delivery that are used as templates by others.

BACKGROUND

- Freeport East Ltd was incorporated as a company limited by guarantee in December 2022. It has an effective Board of 10 Directors and an Independent Chair. It has an established relationship with East Suffolk Council as the Accountable Body. As the lead counterpart to Government and a platform for local partnerships it is central to successful delivery of the Freeport East vision.

Key Priority 1	2023/24 Business Plan Task	Business Plan Outcomes &/or Deliverables
Establish Freeport East Ltd as an organisation which is: <ul style="list-style-type: none"> A trusted custodian of public funds and commercial information A trusted, open, innovative partner Attractive employer Well-run and governed 	Complete implementation of all governance mechanisms, policies and processes for Freeport East Ltd, including an effective process for identifying and mitigating risks	Supportive Audit outcomes over the year incl DLUHC Annual Review
		Judged internally and externally to be an effectively run organisation
		All Freeport East Ltd roles in place, including company secretary, auditor, legal advisors and relevant Sub-Committees
	Implement effective governance relationships with all tax and customs site owners and occupiers and other relevant stakeholders to deliver effective inward investment, job creation and economic growth in line with the vision for Freeport East	Documented governance arrangements with all relevant tax site owners & occupiers and customs site operators
		Clarity on mechanisms for working with tax site owners on inward investment promotion
	Establish effective M&E and security monitoring arrangements to ensure Freeport East is effectively delivering against objectives	Effective Monitoring and Evaluation processes, including for security, developed and implemented with the Board and DLUHC.
	Produce a 5 year plan for the evolution of Freeport East Ltd as an organisation designed to be a place-based driver and enabler of inclusive economic growth, through alignment with evolving local governance mechanisms and opportunities	5-year plan developed for Freeport East Ltd which aligns with the Freeport East Strategy and relevant local priorities of key stakeholders.
	Build strong connections and collaborations with other Freeports in the United Kingdom to maximise collective benefits for the UK	Freeport East has contributed to a healthy, collaborative and productive freeports network that represents local and regional interests to Government

P2 DELIVER AN AMBITIOUS VISION

HIGH LEVEL OUTCOME

- Deliver an ambitious yet coherent and focused vision and strategy for Freeport East that is widely communicated and understood, and builds momentum, interest and opportunities for our economic area, whilst complementing other programmes and initiatives already underway across the wider freeport area.

BACKGROUND

- Our proposals to Government provide the basis for a more widely communicated vision and strategy. Our emergent work on a Green Hydrogen Hub have demonstrated the value of our platform and positioning to build productive and collaborative partnerships to deliver.

Key Priority 2	2023/24 Business Plan Task	Business Plan Outcomes &/or Deliverables
Establish and deliver on an ambitious vision for Freeport East and primary areas of focus	Deliver an enhanced strategy for the Freeport East initiative that covers key areas of focus including skills, innovation, net zero, trade & investment, connectivity and levelling up	Published strategy for Freeport East providing a roadmap for delivery of the freeport vision and objectives.
	Deliver a Freeport East transport & connectivity masterplan and investment pipeline in partnership with Transport East and Local Authority planning and highways teams.	Published masterplan and investment pipeline for enhanced Freeport East connectivity
	Progress vision of Freeport East as a Green Transport Hub articulating the barriers and opportunities and identifying opportunities for new investment	Working with The Renewable Energy Association and local industry sponsors, publish a study on the challenges, opportunities and next steps for delivering a Green Transport Hub and linked decarbonisation activities
	Progress development of our vision for a Green Hydrogen Hub, using Freeport East as a platform to build partnerships and momentum, including through appropriate pilot projects and investments	Established vision and industry understanding of the Freeport East Green Hydrogen Hub First pilot activities progressing Pipeline of green hydrogen investments identified
	Establish key international partnerships to facilitate UK trade connections and increased trade and investment activity in the Freeport East area	Up to 5 international partnerships identified and in progress, based on relevant local strengths and opportunities
	Develop and deliver a strategy to support the development of a Freeport East Innovation Cluster (locations, connections, opportunities, funding)	Freeport East support helps deliver at least 3 successful innovation funding bids; establish the baseline locations and support activity to develop Innovation support along the "Coastal Arc"; increase innovation activity in the business community through targeted funding mechanisms and wider support; attract new innovation funding support into the Freeport East area
	Develop and deliver a comprehensive skills and workforce development programme that a) provides new skills support space, b) provides a framework for wider partners to contribute to a step-change in skills support across the Freeport East economic area and c) capitalises on the opportunities of new industries of the future to inspire and up-skill our young people, especially in areas where opportunities are hardest to access.	Establish skills and workforce development vision in place with a programme of work underway, in particular through other skills partners being influenced to deliver in line with the Freeport East needs. Freeport East facilitates 3 identifiable skills interventions

P3 DELIVER INVESTMENT

HIGH LEVEL OUTCOME

- Demonstrable progress on delivering of each of the three tax sites including infrastructure works and new inward investment
- A pipeline and delivery plan for wider investment priorities to deliver on Freeport East vision and how retained business rate model and other funding sources can be utilised to support their delivery

BACKGROUND

- Following final approvals and agreements in place with DLUHC, we now have mandate to progress seed capital delivery and strengthen marketing of all our site opportunities, through our own mechanisms and in partnership with the Department for Business & Trade.

Key Priority 3	2023/24 Business Plan Task	Business Plan Outcomes &/or Deliverables
Investment Planning and Delivery	Deliver inward investment into Freeport East tax sites, customs sites and the wider economic area	At least 3 new investments into Freeport East sites and one additional Customs Site operation established, with Freeport East opportunities widely communicated in relevant sectoral and geographic markets
	Commence infrastructure works on each of the three tax development sites within Freeport East	Site preparatory works underway at each of Felixstowe, Gateway 14 and Harwich
	Build a public-private strategy for further development of the Bathside Bay Green Energy Hub	Clarity on participation of key public and private partners in further financing and delivery of the Bathside Bay Green Energy Hub
	Establish a prioritised pipeline of all future Freeport East investments, including on tax sites and in the wider geography to maximise the potential of the economic area	Prioritised pipeline of investments to be supported by Freeport East retained rates mechanisms published and used as basis for identifying additional sources of capital
	Establish a strategy for collecting and utilising retained business rates to support the Freeport East vision (“Local Growth & investment Strategy”)	Local Growth and Investment Strategy approved, published and under implementation

P4 MAKE THE MOST OF OUR VISIBILITY & VOICE

HIGH LEVEL OUTCOME

- Awareness of Freeport East has increased across a range of stakeholder groups that provide basis for investment and partnership opportunities and ensure strong local buy-in
- Freeport East speaks as a strong and respected voice, alongside and in support of key partners to make the case for investment in our area and to build high-value private and public sector partnerships

BACKGROUND

- Following final approvals we started the process of building awareness through increase social media activity, onboarding of specialist comms & marketing resources and initial successful events and external engagement (such as Westminster launch and Green Hydrogen events)

Key Priority 4	2023/24 Business Plan Task	Business Plan Outcomes &/or Deliverables
Visibility and Voice	Design and deliver an ambitious communications plan for 2023/24, including Freeport East-hosted events and wider engagement activity targeted at building connections with a range of stakeholders including local communities.	Develop and deliver the Freeport East comms plan for 2023/24
	Working closely with partners, deliver an engagement programme specifically designed at younger people to inspire them about future opportunities and provide connections that help them develop their careers, skills and confidence	Engagement programme delivered reaching a diverse audience of young people
	Create new website presence to support marketing, inward investment and communications with stakeholder groups	New website launched and used as a central communications tool with businesses and other stakeholders
	Set up the Freeport East local Ambassadors network to maximise benefits and contributions of local expertise	Up to 20 local ambassadors engaged to promote and support the Freeport East vision and share their professional expertise and guidance
	Build high-value partnerships with third party private sector organisations to deliver collaboration in areas relevant to delivering the Freeport East vision	Multiple high-value partnerships established that provide platform for demonstrable benefits in areas such as inward investment, innovation, decarbonisation/green energy and opportunities for local people.
	Work alongside and in support of other partners to make the case for key investment priorities across transport, education, health, regeneration, skills, business investment and other areas of need to deliver of the Freeport East vision	Demonstrable recognition that Freeport East priorities are increasingly recognised regionally and nationally