



GREAT YARMOUTH
BOROUGH COUNCIL

Economic Development Committee

Date: Monday, 06 June 2016

Time: 18:30

Venue: Supper Room

Address: Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

AGENDA

Open to Public and Press

1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST**

You have a Disclosable Pecuniary Interest in a matter to be discussed if it relates to something on your Register of Interests form. You must declare the interest and leave the room while the matter is dealt with.

You have a Personal Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

You must declare a personal interest but can speak and vote on the matter.

Whenever you declare an interest you must say why the interest arises, so that it can be included in the minutes.

3 AN OVERVIEW OF ECONOMIC DEVELOPMENT

The Group Manager Growth will give a short presentation.

4 THIRD RIVER CROSSING 4 - 16

Report attached.

5 COASTAL COMMUNITIES FUND - ROUND 4 LAUNCH 17 - 22

Report attached.

6 **GY AIR SHOW 2017** 23 - 26

Report attached.

7 TOWN CENTRE ICE RINK 27 - 30

Report attached.

8	<u>TOWN CENTRE EVENTS</u>	31 - 35
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Report attached.

9 ANY OTHER BUSINESS

To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.

10 EXCLUSION OF PUBLIC

In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule

12(A) of the said Act."

Subject: GREAT YARMOUTH THIRD RIVER CROSSING

Report to: EMT 26 May 2016
Economic Development Committee 6 June 2016

Report by: David Glason, Group Manager: Growth

SUBJECT MATTER/RECOMMENDATIONS

To endorse a £965,000 scheme development bid for the Great Yarmouth Third River Crossing through the 'major local transport schemes' (non-trunk road) funding stream announced in the 2016 Budget. This will be led by Norfolk County Council as the Highways Authority and submitted to Government by 31 May 2016 deadline.

1. INTRODUCTION/BACKGROUND

- 1.1 The comprehensive Great Yarmouth Third River Crossing 'Environment Development and Transport Committee' report attached was agreed by Members of Norfolk County Council (as the Highways Authority) on 20 May 2016.
- 1.2 This report asks Members of the Economic Development Committee to endorse the £965,000 scheme development bid for the Great Yarmouth Third River Crossing through the 'major local transport schemes' (non-trunk road) funding stream announced in the 2016 Budget.
- 1.3 This will be led by Norfolk County Council as the Highways Authority and submitted to Government by 31 May 2016 deadline.
- 1.4 Because of the short window of opportunity to submit this bid, this is the first meeting of a Great Yarmouth Borough Council 'Economic Development Committee' to which a report could be taken. The Leaders letter attached dated 26 May 2016 has been written to meet the bid deadline.

2. KEY INFRASTRUCTURE

- 2.1 The Great Yarmouth Third River Crossing is a significant piece of strategic

infrastructure identified in: the Transport and Infrastructure section of the corporate 'Plan' for Great Yarmouth Borough Council (2015-20), the adopted Great Yarmouth Local Plan Core Strategy (December 2015) where the preferred route alignment is identified and in the supporting Great Yarmouth Infrastructure Study (March 2014).

2.2 The A47 Alliance and the New Anglia Local Enterprise Partnership 'Strategic Economic Plan' also promote the Great Yarmouth Third River Crossing.

2.3 The business case is strong as a third river crossing will:

- help deliver up to 9,000 jobs and see a Gross Value Added uplift of £150M per annum
- improve north/south traffic flows and reduce congestion/journey times throughout the urban area, with up to 1,000 and 200 vehicles removed from Haven and Breydon bridges respectively in peak periods
- better connect the trunk road network to the South Denes peninsula where the expanding port, offshore energy Enterprise Zone and Great Yarmouth Energy Park are located
- increase the attractiveness to major inward investors
- improve connections between the offshore energy Enterprise Zone sites and other employment areas.

3. **FINANCIAL IMPLICATIONS**

3.1 None.

4. **RISK IMPLICATIONS**

4.1 None.

5. **CONCLUSIONS**

5.1 The Great Yarmouth Third River Crossing is central to the economic growth of the borough. It will create thousands of jobs and create new investment opportunities.

6. **RECOMMENDATIONS**

6.1 This report asks Members to endorse a £965,000 scheme development bid for the Great Yarmouth Third River Crossing through the 'major local

transport schemes' (non-trunk road) funding stream announced in the 2016 Budget. This will be led by Norfolk County Council as the Highways Authority and submitted to Government by 31 May 2016 deadline.

7. **BACKGROUND PAPERS**

- 7.1 Great Yarmouth Third River Crossing 'Environment Development and Transport Committee' report attached.
- 7.2 Great Yarmouth Local Plan Core Strategy (December 2015) where the preferred route alignment is identified and in the supporting Great Yarmouth Infrastructure Study (March 2014).

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	Consulted
Section 151 Officer Consultation:	N/A
Existing Council Policies:	Considered
Financial Implications:	None
Legal Implications (including human rights):	None
Risk Implications:	Considered
Equality Issues/EQIA assessment:	Considered
Crime & Disorder:	None
Every Child Matters:	None

Environment Development and Transport Committee

Item No.

Report title:	Great Yarmouth Third River Crossing
Date of meeting:	20 May 2016
Responsible Chief Officer:	Tom McCabe, Executive Director Community and Environmental Services
Strategic impact <p>Good infrastructure is one of Norfolk County Council's priorities. The priority is to "make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business." A new river crossing at Great Yarmouth will help us meet this priority. It offers a direct route into the town from the south, provides the link between the trunk road network and the expanding port and the South Denes Enterprise Zone sites, and overcomes the problem of limited road access to the peninsula of Great Yarmouth.</p>	

Executive summary

In the 2016 Budget government announced a funding stream for the development of major local transport schemes (ie non-trunk road). Government has invited local enterprise partnerships (LEPs) to bid for this funding, with a deadline of 31 May, for schemes that could be developed through 2016/17. There is a further date of 21 July when scheme development and / or construction work would be in 2017/18 or later.

Norfolk County Council adopted a preferred scheme for the Great Yarmouth Third River Crossing in 2009, comprising a lifting bridge over the River Yare to connect the trunk road network, at the A12 Harfreys Roundabout, to the southern peninsula near to the port and Enterprise Zone sites. Recent analysis estimates the crossing to cost in the order of £140m (2015 prices). Members should be aware that construction is estimated to start in 2021, so there will be further inflation to take into account to this date. Also, the cost estimate will be reviewed as part of the work proposed over 2016/17. Costs could therefore change. Further reports will be brought to Members at the appropriate stages in the process.

Given the work completed on the project, it is well placed, with an already established preferred route, to submit a bid for funding. Recent guidance defines the minimum size of scheme that this money can be used for within the New Anglia LEP area (Norfolk and Suffolk) as £75m. For Norfolk, this means that the Great Yarmouth Third River Crossing is the only scheme at a mature enough stage of development for the current rounds of funding bids.

It is proposed to submit a bid for scheme development through 2016/17, the estimated cost of this work being £965,000, to take the scheme to programme entry stage. If successful, this would open the way to securing further funding from government for the later stages of work to obtain planning permission and carry out detailed design, and then for construction. At programme entry, government's maximum funding contribution would be set: a local contribution of a minimum 10% would be the expectation.

Recommendations:

Committee is asked to:

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1. Approve submission of a bid to government for funding of scheme development

work for the Great Yarmouth Third River Crossing (deadline 31 May)

- 2. Note that work required to support submission of the funding bid has been funded from the economic development budgets, a cost of £60,000**
- 3. Note the financial implications should the scheme proceed to delivery. There is no current financial commitment to these, which would be subject to further reports and approval by Full Council.**

1. Proposal

- 1.1. It is proposed to start the necessary scheme development work for the Great Yarmouth Third River Crossing to take it to a point where a funding bid for its delivery can be supported.
- 1.2. This technical development work will be supported by advocacy and engagement work to secure support for the scheme and demonstrate this support to government and other potential funders.
- 1.3. The table overleaf details the stages of technical work required and how it is proposed to fund this (the table assumes that we are successful at each stage in securing government funding to support the scheme). In summary, the work comprises:
 - Submitting a bid for government funding for scheme development work during 2016/17 (deadline for bid 31 May 2016) through the recently announced local major transport scheme funding route
 - Subject to the scheme development work, to be completed in 2016/17, to seek member approval to continue with the detailed design and statutory processes beyond 2016/17 funded from further local major transport scheme government funding (assuming we are successful in securing this further government funding) and local enterprise partnership Growth Deal funding.
 - Production of a brochure to support the funding bid, with associated advocacy and engagement work and further advocacy and engagement work to support successful delivery.
- 1.4. The work described above should take the scheme to the point at which – subject to funding – it is ready for delivery. Government has indicated that not every scheme that is successful with development funding will necessarily receive funding for later stages of scheme development work, or for construction. This further funding would depend on the strength of the technical case, amongst other factors. Schemes will also be subject to a final business case review and scrutiny once orders and procurement are complete before the final funding approval is given and funding for construction is released.
- 1.5. Members are not being asked at this stage to commit to every stage of the work, and the funding commitments, outlined in the table. At present, Members are being asked to agree to the submission of a bid for scheme development work during 2016/17; and for this scheme development work to go ahead should the bid be successful (in which case the work would be fully funded by DfT).
- 1.6. A further report would be brought back to Members in the summer / autumn if we are unsuccessful with the bid seeking agreement about how to proceed. Members would need to consider whether to pursue the further stages of the work set out above in the absence of government funding. Any decision would be informed by the reasons why the council was unsuccessful in the funding bid.
- 1.7. If the bid is successful, and the scheme development work proceeds during 2016/17, further reports would be brought back to Members seeking agreement to proceed through each of the subsequent stages including the financial commitment required.

- 1.8. The process set out in para 1.7 will provide for transport decision-making, based upon the business case at each stage. Members will also be aware that if the council submits a bid and is successful in securing money for scheme development work there could be reputational damage for the council if we subsequently decided not to pursue the scheme. This consideration should be part of the process in considering the committee's recommendation.
- At this stage there is no indication of any financial implications arising for the authority should subsequently a decision be made not to pursue the scheme although any costs directly incurred by the council would not be able to be recovered.

Table: Stages of work and financial implications

Stage	Timing	Funding	
		Total	Source
NCC prepare bid for scheme development funding	Deadline 31 May 2016	£60,000	NCC
DfT consider bids and decide which scheme(s) to fund	DfT decision by summer Parliament recess (26 July)	NA	NA
Scheme development (technical work to produce Outline Business Case)	2016/17	£965,000	DfT
DfT consider Outline Business Case and decide whether to release further funding	Not certain: likely spring / early summer 2017	NA	NA
Detailed Design and Statutory Procedures	2017/18-2019/20	Circa £3-£4m	DfT Growth Deal (£2m allocated)
DfT review final business case and decide whether to give final funding approval and release funding for construction	Not certain: likely during 2020	NA	NA
Delivery	Estimated start date 2021	£141m (2015 prices)	DfT Local contribution of at least 10% (to be agreed with DfT following the scheme development stage)

2. Evidence

- 2.1. A new river crossing at Great Yarmouth, to provide direct access to the southern end of the peninsula, has long been an ambition for the county council and other partners including Great Yarmouth Borough Council. In the early 2000s the County Council undertook an assessment of possible strategic transport measures for Great Yarmouth, leading to the inclusion of a new crossing of the River Yare into the plans for the town as it addresses congestion issues and

provides a direct access into the town centre from the south. Subsequently a large amount of work was undertaken leading to Norfolk County Council adopting a preferred route and crossing type (a lifting bridge) in December 2009. The county council has since acquired a number of properties in the area affected by the scheme.

- 2.2. Limited work has been undertaken since 2009. The next stage would be to obtain planning permission and carry out detailed design prior to construction. This will take several years and cost in the region of £4-5m. However, it has not been put underway before because there was limited prospect of securing funding to actually build the crossing, estimated to be in the order of £140m. (If it is not possible to deliver the crossing soon after carrying out the work described above, it is likely that the work would have to be redone, at considerable cost, as and when funding for delivery has been secured; or there is a good prospect of it being secured.)
- 2.3. Government has recently announced a central pot for local (ie non trunk road) major transport schemes. (Government has defined a major transport scheme as being £75m+ for Norfolk. They would expect anything below this to be funded from the local enterprise partnership's growth deal allocation.) Funding from the local major transport scheme pot is to be allocated on a competitive bidding process.
- 2.4. The County Council will – subject to Members' agreement – be submitting a bid to draw down funding for scheme development during 2016/17.
- 2.5. If this bid is successful it will allow development of an Outline Business Case for the crossing by the end of the calendar year. The Outline Business Case will update the earlier work done on the crossing and also include additional appraisal and analysis needed to meet the Department for Transport's requirements.
- 2.6. Completing the Outline Business Case as above will mean that the scheme can be considered for further funding from DfT towards the final stages of scheme development (detailed design and securing the statutory consents) and scheme delivery on the ground. Progression through these stages relies on securing DfT approval of the Outline and Final Business Cases and other necessary scrutiny at appropriate stages in the project's development.

If DfT approve the Outline Business Case they will award the scheme 'Programme Entry' at which stage they will set the DfT's maximum funding contribution. We would be responsible for finding the local contribution and any further increase in costs over the cost-estimate in the business case.

The timetable for these further approval stages (ie to secure funding for the detailed design and statutory consents post Outline Business Case) and for subsequent scheme delivery is not yet known, but the department has committed to releasing the timescales for these further rounds 'later this year.'
- 2.7. The detailed technical work will be supported by a programme of advocacy and engagement to demonstrate the support for the scheme and to show its benefit.

3. Financial Implications

- 3.1. Since Members agreed a preferred scheme and route in 2009 the Council has spent £3m on acquiring properties affected by the bridge. These costs have been met by the council's Local Transport Plan capital programme, and reported to Members in the usual way.
- 3.2. No further money has been spent on scheme development until very recently. At the end of last year (December 2015) Mouchel were commissioned to review the earlier work and outline the scope of work required to complete an Outline Business Case, which is required to be successful in securing DfT funding for

delivery. This work cost £10,000.

Subsequently, in March 2016, a piece of work was commissioned from Mouchel to provide the key pieces of information required to maximise the chances of being successful with securing funding from DfT for the preparation of the Outline Business Case.

This work will cost £60,000 and include:

- Consultation with DfT to agree methodologies
- Refining the traffic modelling proposal (including identifying the need for traffic surveys)
- Preparation of an Appraisal Specification Report
- Commencing the development of the Options Appraisal Report.

These pieces of work have been commissioned under delegated powers.

- 3.3. The table at paragraph 1.8 sets out the stages of work. The table below summarises the financial implications.

Table: Summary of financial implications

Stage	Timing	Funding	
		Total	Source
Scheme development (technical work to produce Outline Business Case)	2016/17	£965,000	DfT
Detailed Design and Statutory Procedures	2017/18-2019/20	Circa £3-£4m	DfT Growth Deal (£2m allocated: £1m 2017/18, £1m 2018/19)
Delivery	Estimated start date 2021	£141m (2015 prices)	DfT Local contribution of at least 10% (Maximum government contribution to be set following scheme development)

- 3.4. **Scheme development:** A bid to DfT is proposed to secure funding for completion of the Outline Business Case during 2016/17, which is estimated to cost £965,000, although will be subject to agreeing the exact specification of works with DfT. If this bid is successful there will be no financial implication for the county council other than officers' time, which can be met from existing resources

- 3.5. **Detailed Design and Statutory Procedures:** Following the Outline Business Case further work would be needed, costing in the region of £3-4m of to get the scheme to a point at which it could be delivered. £2m has been secured through Growth Deal (£1m in each of 2017/18 and 2018/19). We would be looking to secure the remainder of the funding for this stage – circa £1-2m – from DfT. Again, if we are successful in this there will be no financial implication for the county council other than officers' time, which can be met from existing resources. (The exact cost and scope of this work would need to be agreed with DfT and would also be affected by the route for the statutory procedures; specifically if it were deemed to be a nationally important infrastructure project and therefore followed the Development Consent Order process, or if it followed the traditional route whereby the county council would determine the planning application and seek to acquire land, probably through compulsory purchase orders.)

- 3.6. **Delivery:** The recent work undertaken by Mouchel – described in 3.2 – included updating the costs of the scheme to the current year (then 2015) by inflating the

previous, 2009, cost estimates. This resulted in an estimated cost of construction of £141m at 2015 prices. Members should note that this estimate is based on a previous assessment of the scheme that will need to be thoroughly reviewed as part of the proposed work during 2016/17. The cost of construction could change as a result of this. An allowance for inflation would need to be applied to the revised estimated cost to take account that delivery would not start until 2021 at the earliest. The latest estimated cost of £141m at 2015 prices is considered a robust estimate to base decision-making on at this stage.

Based on the experience of Suffolk County Council, which has been successful in securing funding for Lowestoft Third Crossing and Ipswich Wet Dock Crossing, a local contribution of at least 10% would be required; that is a minimum of £14.1m based on a high-level update of the previous work to inflate the previous cost-estimate to 2015.

After completion of the work proposed over 2016/17 would there be a revised estimate of the total scheme cost taking into account likely inflation up to the year of delivery (amongst other things). At this time DfT would set out their maximum contribution. Therefore the quantum of local contribution required for the scheme cannot be totally accurately stated at this time, but a minimum 10% contribution would be expected, considered at this stage to be in the region of £14.1m subject to further work on the updated detailed cost of the scheme, and subsequent agreement from DfT regarding their maximum contribution),

- 3.7. Members are not being asked to commit to funding the local contribution at this time. Further reports will be taken to committee to update on progress and secure agreement at the appropriate time. This is likely to be in spring / early summer 2017, at which time we would have a more robust scheme estimate and know the maximum contribution (if any) DfT would be prepared to put towards the scheme.
- 3.8. If we are not successful in securing local major transport scheme development funding from DfT members would need to decide if the county council should take the scheme development work forward itself. In this scenario a further report would be taken to members seeking a decision on how to proceed. Such a decision would be informed by feedback from government on the reasons why the bid had been unsuccessful.
- 3.9. As well as costs in updating the technical work, there will be a financial implication arising from the advocacy and engagement work being undertaken in support. This will be met from existing resources.

4. Issues, risks and innovation

- 4.1. The adoption of a preferred route by Cabinet at their meeting of 7 December 2009 led to a number of properties (17) being purchased under blight provisions in the period 2010 to 2013. A substantive part of the property portfolio was leased to Saffron Housing to manage on a self-funded basis. Three properties were judged to be in such poor condition that they could not be economically refurbished within the lease period, and were not accepted by Saffron.

The existing arrangement with Saffron has worked well and this has enabled the authority to avoid additional costs of maintaining the properties and has also provided homes for local people rather than leaving them empty.

5. Background

- 5.1. The possibility of a third crossing over the River Yare in Great Yarmouth has been discussed and featured as a proposal in local development plans for more than 30 years.
- 5.2. In 2001 the Government Office for the East of England undertook the “A47

Norwich to Great Yarmouth 'roads-based' study". This looked at the road linkages into the town and recommended that further work should be carried out to determine the strategic, operational and economic assessments of a third crossing of the River Yare, compared to the Bure Loop (a road scheme from the A47 at Vauxhall to the A149 at Caister), which was at that time being pursued by the county council. The outcome of traffic modelling work was that a third crossing emerged as the preferred scheme as it addressed congestion issues and provided a direct access into the town centre from the south, which is the predominant movement. In view of this the Great Yarmouth Third River Crossing became part of the transportation strategy for the Great Yarmouth and Gorleston area and, after public consultation on the strategy in 2009, Norfolk County Council adopted a preferred route and crossing type for the Great Yarmouth Third River Crossing in December 2009.

- 5.3. The preferred route for the crossing is a dual carriageway link over the River Yare running from the A12 Harfreys roundabout to South Denes Road. The river crossing would comprise a 50m span bascule (lifting) bridge. The scheme has the support of all the major key stakeholders and, in 2009, was estimated to have a benefit to cost ratio (BCR) of 4.8.

In December 2015 Mouchel Consulting, framework consultants for Norfolk County Council, was asked to undertake a high-level review of the costs and benefits associated with the Great Yarmouth Third River Crossing. This work concluded that a crossing was now likely to cost £141m (2015 prices) and still be likely to deliver high value for money.

(It must be noted that this work is based on a simple review of costs to inflate values and a broad review of benefits by applying a series of sensitivity tests. Significant further work is required to prepare a business case that meets DfT requirements. This further work could also explore other benefits not accounted for such as wider regeneration impacts and benefits to active modes.)

- 5.4. The scheme is designed to overcome the problem of limited road access to the peninsula of Great Yarmouth and the congestion which this causes. It offers a more direct route into the town from the south and provides relief to Haven and Breydon Bridges. The preliminary operational assessment work showed significant congestion relief and other transport benefits such as improving accessibility for buses. Since this work, Highways England have committed to deliver works to improve A12 junctions, including Vauxhall junction, which may all have an impact on accessibility and change the traffic movement composition. The crossing provides improved scope to better manage traffic movements in combination with these trunk road improvements.

It would also enable port and South Denes regeneration area traffic to avoid the town centre. The South Denes regeneration area includes an Enterprise Zone at the port and is subject to a Local Development Order and is likely to generate more traffic movements whose impact will be mitigated by the new bridge.

In addition to the direct congestion and accessibility benefits to the town, the scheme will provide the missing link between the UK trunk road network and the new and expanding port.

- 5.5. Mouchel have undertaken a gap-analysis of work required to complete an Outline Business Case, which is required by DfT for them to give funding approvals. This work, *Great Yarmouth Third River Crossing Requirements for the Outline Business Case*, concluded that "A significant amount of useful work has been done on the proposed Great Yarmouth Third Crossing scheme in recent years. As a result, the Council has a general idea of what the scheme is likely to cost and enough information to select a preferred route. Traffic modelling and economic assessment to date indicates that the scheme is likely to produce high transport economic benefits."

- 5.6. The report outlined the technical work required for the Outline Business Case, estimating that this would cost £965,000 and could be undertaken during 2016. This is the work for which a bid for DfT funding is proposed to be submitted (although it should be noted that the exact scope of work would need to be agreed with DfT in the result of the bid being successful and so might vary from that outlined as being required by Mouchel, both in scope and cost).
- 5.7. Further work – in the form of detailed design and the statutory processes – would be required in order to get to a point where the scheme could be delivered. At present this is estimated to cost in the region of £3-4m and take several years. The exact scope of this work and how it would be funded would be determined prior to its commencement, and be the subject of further reports to Members.
- 5.8. In the 2016 Budget government announced a funding stream for Local Major Transport Schemes, top-sliced from their Growth Deal allocations. This is for schemes too big to be funded from local sources, including Growth Deal. Government has determined that, for the New Anglia Local Enterprise Partnership area, this means schemes with a total cost of £75m or more. The guidance sets out the timetable for the initial bidding round. It states that there will be further bidding rounds for subsequent years.

The timetable for the current bidding round is:

Type of bid	Deadline for bids	Decisions by
Fast-Track Funding for scheme development work for 2016/17 only	31 May	Summer recess 2016
Others Funding for scheme development or for scheme delivery starting during the current spending period (ie up to 2021)	21 July	Autumn Statement 2016

- 5.9. The total amount of funding government has put aside for local major transport schemes in the current spending period is as follows:

2016/17	2017/18	2018/19	2019/20	2020/21
£10m	£45m	£45m	£95m	£280m

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : David Cumming

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Email address : David.cumming@norfolk.gov.uk



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



GREAT YARMOUTH
BOROUGH COUNCIL

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Our Ref: GP/TBB

26 May 2016

Dear Tom

As the Leader of Great Yarmouth Borough Council I am writing in support of a £965,000 scheme development bid for the Great Yarmouth Third River Crossing through the 'major local transport schemes' (non-trunk road) funding stream announced in the 2016 Budget.

By better connecting the trunk road network to the South Denes peninsula in Great Yarmouth where the expanding port, offshore energy Enterprise Zone and Energy Park are located, it will help create thousands of jobs and new investment opportunities. The scheme's cost-benefit analysis has always been high, the Gross Value Added will be significantly uplifted and it will increase the attractiveness to major offshore energy inward investors.

The business case is strong as a third river crossing in Great Yarmouth will improve north/south traffic flows and reduce congestion/journey times throughout the urban area, with significant numbers of vehicles removed from the existing Haven and Breydon bridges respectively in peak periods.

By improving connections between the offshore energy Enterprise Zone sites (Beacon Park being recognised as one of the best performing Enterprise Zone sites nationally) and other employment areas, it is expected that the full offshore energy potential can be realised. The New Anglia Local Enterprise Partnership recognises the significance of the energy coast as a key economic driver across Norfolk and Suffolk which has national Centre for Offshore Renewable Engineering status. With over 50 years of Southern North Sea expertise here in the east of England, the jobs growth potential in the construction, operations & maintenance of some of the world's largest offshore wind farms and other activities such as

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decommissioning are tangible.

The New Anglia Local Enterprise Partnership 'Strategic Economic Plan' and the A47 Alliance also promote the Great Yarmouth Third River Crossing as an important infrastructure project for jobs growth.

The Great Yarmouth Third River Crossing is a significant piece of strategic infrastructure identified in: the corporate 'Plan' for Great Yarmouth Borough Council (2015-20), the recently adopted Great Yarmouth Local Plan Core Strategy 2013-30 where the preferred route alignment is identified and in the supporting Great Yarmouth Infrastructure Study (March 2014).

Yours sincerely

A handwritten signature in dark ink, appearing to read 'G. Plant', enclosed within a faint, hand-drawn oval.

Cllr Graham Plant
Leader of Great Yarmouth Borough Council

Subject: COASTAL COMMUNITIES FUND BID

Report to: Executive Management Team (EMT) 12 May 2016
Economic Development Committee 6 June 2016

Report by: Paul Cheeseman, Employment & Skills, Growth

SUBJECT MATTER/RECOMMENDATIONS

The Coastal Communities Fund (CCF) is a UK-wide programme designed to support the economic development of coastal communities by promoting sustainable economic growth and jobs, so that people are better able to respond to the changing economic needs and opportunities of their area.

Last year, the CCF awarded funding to 36 projects as part of its Round Three allocations in England; this included the Council's enterpriseGY programme.

In England, the fourth round was launched on 23 May 2016 and the Council intends to submit an application by the 30 June 2016 deadline.

RECOMMENDATION

Members are asked to note the content of this report with a verbal update to be provided at the meeting.

1. INTRODUCTION/BACKGROUND

- 1.1 Since the start of the Coastal Community Fund (CCF) a total of 218 UK organisations have been granted funding from a pot worth £125 million.
- 1.2 All projects funded through the CCF are expected to deliver an outcome where coastal communities will experience regeneration and economic growth through projects that directly or indirectly create sustainable jobs, and safeguard existing jobs. The CCF is administered by DCLG and the Big Lottery.
- 1.3 The CCF can fund both capital and revenue projects, with capital projects at an advanced stage of preparation.

2. BIDS

- 2.1 Whilst an organisation, such as GYBC, may submit only one bid, there is no

limit on the number of bids that come from the same area. So it should be noted that an area can see competing applications and a local authority led application may be one of many.

- 2.2 To date, there have been three rounds, and Great Yarmouth Borough Council made successful applications in rounds one and three:

Round 1: There were three elements to this application, which provided neighbourhood-based employment support, social enterprise start-up support, and the Enterprise GY programme.

Outcome: Successful

Grant type: Revenue only

Amount: £600,000 over 24 months

Round 2: This application focussed on the purchase and development of the old co-op building (now Edinburgh Woollen Mill), providing a space for new and emerging retail start-ups, along with a retail focussed training academy.

Outcome: Unsuccessful at outline stage

Grant type: Capital and revenue

Amount: In excess of £1m

Round 3: This application was from the Enterprise GY programme (creating 100 new enterprises p.a.), which extended its work from round one to provide enhanced business start-up support, including additional focus on identified key sectors and events.

Outcome: Successful

Grant type: Revenue

Amount: £656,250 over 21 months

- 2.3 All Group Managers and EMT have been asked to submit their “expressions of interest” with a summary of their ideas/proposals by 31 May 2016.
- 2.4 An update will be presented to the Economic Development Committee on 6 June 2016, as a preferred project will need to be selected and a bid worked up by the 30 June 2016 deadline.

3. **FINANCIAL IMPLICATIONS**

- 3.1 Preparation and submission of a bid is within budget provision (officer time).

The two previously successful bids have brought in £600,000+ each to deliver their programmes.

4. **RISK IMPLICATIONS**

4.1 There are no risk implications to submitting a bid.

5. **CONCLUSIONS**

5.1 An update will be presented to the Economic Development Committee on 6 June 2016, as a preferred project will need to be selected and a bid worked up by the 30 June 2016 deadline.

6. **RECOMMENDATIONS**

6.1 Members are asked to note the content of this report with an update to be provided at the meeting.

7. **BACKGROUND PAPERS**

7.1 Corporate Plan
Economic Strategy

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	Considered
Financial Implications:	None
Legal Implications (including human rights):	None
Risk Implications:	Considered
Equality Issues/EQIA assessment:	Considered
Crime & Disorder:	None
Every Child Matters:	None

Round Four of the Coastal Communities Fund DCLG and the Big Lottery Fund

Paper to EMT

About the fund

In broad terms, the Coastal Communities Fund aims to support projects to create sustainable economic growth and jobs. In previous rounds, the fund has supplied a list of core outcomes, and asked applicants to specify the number of direct and indirect jobs that will be established. Since the start of CCF, a total of 218 UK organisations have been funded from a funding pot worth £125m. To date, there have been three rounds, and Great Yarmouth Borough Council made successful applications in rounds one and three. In England, the fourth round will be launched on the 23rd May, 2016. In previous years, the application process has been broken into two stages comprising an initial outline stage, followed by a more detailed business plan and application stage. The outline stage has previously had a short turnaround period, up to about six weeks, and so it makes sense for the council to start identifying and then filtering potential projects now.

In previous rounds, the CCF has funded both capital and revenue projects. It is also important to note that applications do not have to be led by local authorities, meaning that an area can see competing applications.

Previous applications made by the council

Round 1	<p>There were three elements to this application, which provided neighbourhood-based employment support, social enterprise start-up support, and the Enterprise GY programme.</p> <p>Outcome: Successful Grant type: Revenue only Amount: £600,000 over 24 months</p>
Round 2	<p>This application focussed on the purchase and development of the old co-op building (now Edinburgh Woollen Mill), providing a space for new and emerging retail start-ups, along with a retail focussed training academy.</p> <p>Outcome: Unsuccessful at outline stage Grant type: Capital and revenue Amount: In excess of £1m</p>
Round 3	<p>This application was from the Enterprise GY programme, which extended its work from round one to provide enhanced business start-up support, including additional focus on identified key sectors and events.</p> <p>Outcome: Successful Grant type: Revenue Amount: £656,250 over 21 months</p>

Example applications made by other areas in round three

Last year, the CCF awarded funding to 36 projects as part of its round three allocations in England. This included the council's Enterprise GY programme. A sample of these projects and their allocations is provided below.

Applicant and Award	Project Description
Tate St Ives £3,872,067	The project will refurbish and extend Tate St Ives. The new facilities will include a new apse gallery which will connect the existing gallery to the new extension; a new suite of learning and event spaces; increased capacity for visitors in the reception, cloakrooms, café, new exhibition space, staff accommodation and training space. In addition, a public garden with extraordinary sea views will be created on the roof, providing a new open-air space for local residents and visitors to enjoy.
Scarborough Borough Council £2,780,000	The project will refurbish Scarborough's historic market hall to create a modern facility that meets the demands of today's consumers. In conjunction with the refurbishment the project will create new business spaces to allow existing businesses to expand and allow new local businesses to develop. A mezzanine floor will provide further accommodation for new enterprises and new employment opportunities. A new 'virtual market' will also be developed to promote local producers and suppliers regionally and nationally to further meet changing shopping habits and will be operated as a social enterprise providing much needed training opportunities.
Lincolnshire County Council £1,750,000	Lincolnshire County Council through their Lincolnshire Coastal Observatories project seeks to deliver two stunning new visitor centres. The first at the Gibraltar Point National Nature Reserve replaces the previous centre severely damaged by flooding and winter storms in 2013. The second, the North Sea Observatory, will be at Chapel St Leonards. Both will provide information to help visitors understand the North Sea marine and coastal environment, coastal processes and rising sea levels. Each building will provide space to observe the sea and nearby environment and birdlife and wildlife therein. Both will have cafe, exhibition and display space and a range other activity will be provided to attract visitors all year round.
Copeland Borough Council £900,993	The project will improve the cultural offer and develop the tourism benefits of the Beacon Museum in Whitehaven. The award will fund the creation of a new 'Light and Dark' gallery and the construction of a new conference and learning centre, designed to reflect the lighthouse design of the Beacon. Direct and indirect jobs will be created through an increase in tourism numbers.
Great Yarmouth Borough Council £ 656,250	Great Yarmouth Borough Council will provide business advice, training modules, business and jobs networking opportunities, supported by the year-round benefits of new events to local residents and existing SMEs to further strengthen their businesses. They aim to transform the prospects of the unemployed and widen the horizons of existing businesses, in so doing creating direct and indirect jobs, addressing seasonality and promoting Great Yarmouth as 'The Enterprise Town for Business Growth and Job Creation'.
North York Moors National Park Authority £455,000	The project will boost the tourism economy of the North York Moors Coast by showcasing its special natural and cultural heritage, improving infrastructure and promoting new experiences and events. Titled, the "Sea Life, See Life" project, it seeks to develop the economy of 5 communities along the coast of the North York Moors. The project will showcase nature, fishing and culinary heritage as well as arts and traditional crafts. Local business will receive support

	through skills development, workshops, and mentoring. Small scale infrastructure developments including signage and display boards will enhance the visitor experience. A series of year round events and festivals will be developed and marketed to attract additional visitors to these areas.
Thanet District Council £247,131	The project will enhance the visitor experience based on Thanet's unique coast and associated heritage assets that will draw visitors throughout the year and encourage people to explore and extend their stay. Regular events will be held (trails, cycle rides, scavenger hunts, sand art, sports activities, storytelling) celebrating Thanet's heritage including Turner, Darwin, TS Eliot, Victorian and Georgian tourism.
Looe Music Festival £149,677	The project by Looe Music Festival aims to boost the local economy through the development of cultural tourism, addressing seasonality in this rural coastal community in Cornwall. The project will grow the existing volunteer-led annual autumn festival and create a second 'out of season' annual event in the winter time, delivering an extended season for a coastal community that is almost entirely dependent on tourism. Ultimately, it will deliver sustainable, long-term economic benefit for the town through cultural tourism.

Proposed Next Steps

- The CCF is holding two webinars on the 16th May, providing more information about Round Four. These will last up to an hour, and will take place at 11am and 2pm. Nominated representatives from GYBC should register for one of these. *
- From this, the council might want to issue an internal EOI to Group Managers, to get a feel for best match between corporate objectives and the objectives of the CCF.
- If the EOI is issued for two weeks, the council will then be in a position to recommend a preferred project within 7-10 days of the launch announcement, leaving a reasonable amount of time to work through the outline application stage.
- The council can then recommend its preferred project or make suggestions on how different projects submitted under the EOI could be integrated into a single application.
- The council will also need to consider how it responds to approaches made by external organisations who want to submit an application that includes Great Yarmouth as part of its focus. This might be a county-wide project or similar.

**More detail of the fund, including a full list of previous recipients and instructions for registering for webinars can be found here: <https://www.biglotteryfund.org.uk/ccf>*

Paul Cheeseman
05 May 2016

Subject: Great Yarmouth Air Show 2017

Report to: EMT 26 May 2016
Economic Development Committee 6 June 2016

Report by: Transformation Manager

SUBJECT MATTER/RECOMMENDATIONS

The report gives an update on plans for the first Great Yarmouth Air Show in 2017.

Recommendation:

That the Members recognise the strategic importance of an Air Show and note the structures and procedures currently in place to ensure a safe and exciting event.

That the Members note that GYTABIA will be looking to work alongside the Borough Council's Car Parking Section and Property Section optimise the use of seafront car parks and land assets, on which a subsequent report will be submitted at the next meeting to consider appropriate options.

1. INTRODUCTION/BACKGROUND

The Greater Yarmouth Tourism & Business Improvement Area (GYTABIA) has, as part of their event planning process, committed to hold the first annual Great Yarmouth Air Show in June 2017.

This Air Show is expected to attract between **250,000** and **300,000** spectators over the 4 event days. (Thursday/Friday evenings and Saturday/Sunday afternoons). This event will bring in significant income for local businesses during this time alongside additional business prior to and after the event, in turn supporting the local economy.

It is estimated that the Air Show will inject an estimated **£15 million** into the local economy in Year 1; **£18 million** in Year 2 and **£22 million** in Year 3.

The Air Show will be the biggest event ever staged in the Borough adding to the reputation of staging key events including the Maritime Festival and Out There festivals.

The Air Show will help build the profile of the Borough as a place to live, work and visit in line with the Council's corporate objectives.

2. **Management Plans & Event Safety**

In order to stage a safe and successful event various documents are being produced including:-

- i. Event Management Plan;
- ii. Emergency Evacuation Plan;
- iii. Counter-Terrorism Plan;
- iv. Health & Safety Plan;
- v. Lost Child Policy;
- vi. Waste Management Plan;
- vii. Crowd Management Plan
- viii. Road Traffic Management Plan
- ix. Public Transport Plan
- x. Corporate Affairs & Trade Engagement Plan;

GYTABIA have appointed an Event Director and a Director of Corporate Affairs and Sponsorship and a Flight Director to oversee that management of key aspects of the Air Show.

GYTABIA have also formed a new Air Show Management Team of:-

Gareth Brown (GYTABIA Chairman)
Cllr Barry Coleman (GYTABIA Vice-Chairman)
David Marsh (GYTABIA Finance Director)
Cllr Paul Hammond (GYTABIA Director)
Lyndon Bevan (GYTABIA Director)

GYTABIA will be working with all key agencies and stakeholders .

Initial transport and pedestrian discussions have taken place at a meeting of Great Yarmouth's Event Safety Advisory Group

Work has commenced on a comprehensive *Traffic, Travel & Visitor Movement Management Plan* which will involve a comprehensive Park & Ride operation.

3. **FINANCIAL IMPLICATIONS**

GYTABIA have a robust financial plan in place with key dates/milestones that offer adjustments and exit strategy options.

GYTABIA will be seeking to work alongside the Borough Council departments to ensure visitors have the best experience possible.

GYTABIA will be looking to work alongside the Borough Council's Car Parking section and Property Section to optimise the use of seafront car parks and land assets. A further report will be submitted at the next meeting to consider appropriate options.

4. RISK IMPLICATIONS

All risks relating to this event are being identified and addressed by the GYTABIA, through the initiation of a robust management structure.

However an event of this size will require the GYTABIA to work with a number of partnership organisations such as the Council to ensure its success. Mitigation is in place through early communications and engagement with these partners.

5. CONCLUSIONS

The dates of the 2017 Air Show will be announced at a special launch event on 21st June.

This paper is providing the Council with an update of this event, further information will be presented as the planning for this event progresses.

6. RECOMMENDATIONS

That Members recognise the strategic importance of an Air Show and note the structures and procedures currently in place to ensure a safe and exciting event.

That the Members note that GYTABIA will be looking to work alongside the Borough Council's Car Parking Section and Property Section to optimise the use of seafront car parks and land assets, on which a subsequent paper will be presented to Members in July 2016.

7. BACKGROUND PAPERS

Area for consideration	Comment
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	Corporate Plan
Financial Implications:	Cost neutral to GYBC
Legal Implications (including	GYTABIA will work with various agencies to

human rights):	ensure that traffic congestion is kept to a minimum during event days.
Risk Implications:	As detailed above
Equality Issues/EQIA assessment:	Event will be inclusive to all
Crime & Disorder:	The event will have a high security & stewarding presence and will work, where appropriate alongside key agencies.
Every Child Matters:	GYTABIA will be preparing a lost & safe-guarding children policy

Subject: Ice Rink – Great Yarmouth Town Centre

Report to: EMT - 26th May 2016

Economic Development – 6th June 2016

Report by: Group Manager: Tourism & Communications

SUBJECT MATTER/RECOMMENDATIONS

That Member's consider the option of bringing the ice rink back to Great Yarmouth for Christmas 2016, building on the success of its first year and allocating funding from within the Town Centre reserve.

That member's further consider the option of a 2 or 3 year investment to reduce the annual costs of another one off event.

1. INTRODUCTION/BACKGROUND

- a. Great Yarmouth Town Centre has experienced a steady decline in occupied shops and footfall figures. Residents, businesses and stakeholders are all concerned about this. Retailers in particular want to see some immediate improvements. This need for Town Centre improvements was further supported through a Public Consultation exercise which was undertaken at the end of 2014.
- b. Therefore a Town Centre Initiative with a £1,000,000 investment was agreed as part of the budget setting process in February 2015. Through the Town Centre Initiative funding short term improvements have been implemented while a longer term master planning exercise is undertaken to understand the future vision for the Town Centre and to support future investment.

2. IMPACT

- a. Part of the short term initiatives saw investment in Town Centre events. This included the decision to provide an Ice Rink in the Town Centre from 20th November 2015 to 3rd January 2016. The installation of the rink was a bold headline statement of the Council's commitment to the Town Centre and clearly got people talking about and visiting the Town Centre during its period of opening. This can be evidenced through footfall figures in comparison with the previous year, the highlights of which include
 - i. Lights Switch-On up 25%
 - ii. Coca-Cola Truck up 48%
 - iii. Last Wednesday before Xmas up 10%
 - iv. Boxing Day up 10%
 - v. Tuesday after Bank Holiday up 12%

- b. It has been harder to translate this footfall increase into retail spend. It was disappointing to note the lack of engagement from some traders to take the opportunity to draw customers into shop. For example many traders did not open in line with the Ice rink evening opening times where there was a clear increase in footfall into the Town Centre.
- c. Customer feedback about the rink was very positive, from schools and their children writing into the Council about their experience to website feedback which includes statements such as *"It was a success, people were loving it and all ages were using it and others were standing and watching the skaters. It was a welcome diversion and uplift for Yarmouth Town Centre and for a change"* and *"All town centers of small towns are struggling to stay alive and to be honest it would be so very easy for local business and authorities to just let it die. Life is about enjoyment and in your busy life if you stopped to either look at the fantastic Christmas lights, took a stroll through the Christmas Market or where indeed brave enough to have a go on the ice rink you would have seen happiness everywhere"*.
- d. Media coverage for the event was extremely positive with weekly articles both in the Mercury and Advertiser. However there was some feedback from Retro skate that the Ice Rink took trade way from them during its period of opening.

3. FINANCIAL IMPLICATIONS

- a. **Ice Rink:** Assuming costs will be subject to a 2.5% rise and income is set at 5% growth.

ICE RINK (6 weeks)	2015-2016	2016-2017	2017-2018	2018-2019
Costs (x 2.5%)	£202,239	£207,295	£212,477	£217,789
income – Admissions (x 5%)	(£66,556)	(£69,884)	(£73,378)	(£77,047)
Income – Sponsorship (x 5%)	(£27,137)	(£28,494)	(£29,918)	(£31,414)
Net Cost	£108,546	£108,917	£109,181	£109,328

- i. Building on the experience of Year 1 spare capacity periods can be specifically targeted to increase skate admissions.
- ii. Income targets have been set as a 5% annual increase; thus maintaining an annual expenditure of around £100k.
- iii. These figures are estimates; procuring the ice rink would necessitate a formal tendering process.

4. RISK IMPLICATIONS

- a. There are potential risks, such as the Ice Rink not being of satisfactory quality (can be mitigated through appropriate tendering of service), breakdown during the operating period (build into tender adequate support arrangements) or bad weather (which could impact on potential income).

- b. The financial risk would be the failure to meet the revenue targets in terms of users and sponsorship.
- c. Health & safety risks would be mitigated through appropriate safeguards during the construction and de-rig process and through appropriate stewarding and first aid cover during opening hours.
- d. It is unlikely that the Ice Rink would ever be a self-financing venture; there would therefore be a future reputational risk when support funding is withdrawn.
- e. Request for funding is through a dedicated earmarked reserve for the Town Centre Initiative. Members are asked to note that this is “one of” money and that there are still budgetary pressures in terms of this Authorities medium term financial planning.

5. **CONCLUSIONS**

- a. Potential benefits for the installation of the Ice Rink include a major headline event that will encourage visitors outside of the Borough into our Town Centre over the Christmas period, increase footfall and make a statement of commitment to improving the Town Centre and its overall perception.
- b. The Ice Rink probably offers the highest profile opportunity albeit with a significant price tag.

6. **RECOMMENDATIONS**

That Member's consider the option of bringing the ice rink back to Great Yarmouth for Christmas 2016, building on the success of its first year and allocating funding from within the Town Centre reserve.

That member's further consider the option of a 2 or 3 year investment to reduce the annual costs of another one off event.

7. **BACKGROUND PAPERS**

Area for consideration	Comment
Monitoring Officer Consultation:	Yes consulted and approved
Section 151 Officer Consultation:	Yes consulted
Existing Council Policies:	Corporate Plan
Financial Implications:	Yes
Legal Implications (including human rights):	Yes
Risk Implications:	Yes

Equality Issues/EQIA assessment:	
Crime & Disorder:	Yes
Every Child Matters:	Yes

ECON DEV/Ice Rink Report May 2016

Subject: Events – Great Yarmouth Town Centre

Report to: EMT 26th May 2016

Economic Development – 6th June 2016

Report by: Group Manager: Tourism & Communications

SUBJECT MATTER/RECOMMENDATIONS

Members are asked to establish an annual town centre events budget of £60k from the Town Centre reserve for 2016-2017 and consider maintaining this level of support over a 3-year period.

1. INTRODUCTION/BACKGROUND

- a. The Tourism and Communications Department have been asked to prepare a 3-year costed plan of events in the Market Place/Market Square, Great Yarmouth.
- b. It should be noted that whilst provision has been made to fund a short-term events programme, through the Town Centre reserve, there is currently no long term budgetary provision.

2. BACKGROUND

- a. The mix of shops and stalls in Great Yarmouth Town Centre still provides a wide choice of retail opportunities. In establishing an events programme it must be recognised that a fine balance of well timed, well-staged and well publicised events must complement and enhance the current retail offer rather than compete.
- b. Depending on the nature of a particular event they perform at several different levels. From the local key 'cosmetic event' that merely seeks to give added amusement to customers already in the town centre to the high cost, time-demanding events that have the ability to attract new customers which it is hoped will then be reminded about, and attracted to, the retail offer.
- c. The current budget for town centre events, which includes the cost centre for the Easter Fair, is set at £16,800 for 2016-2017.

3. Aim: - *To stage a series of events in the Market Place*

- a. That create a vibrant atmosphere
- b. That entertain those already in the Town Centre
- c. That encourage new customers to the Town Centre
- d. That encourages lapsed customers back to the Town Centre
- e. That encourages repeat visitors

4. Objectives

- a. To increase footfall
- b. To increase sales in Town Centre shops

- c. To contribute to the overall strategic objective to sustain and build upon the retail offer.
- d. To establish the Town Centre as a key element of the Great Yarmouth offer.

5. Measuring success - Direct

- a. Using existing footfall monitors around the market place
- b. Monitoring car park usage in key town centre car parks

6. Measuring success – indirect

- a. Much of this data will almost certainly be anecdotal. Town Centre shops and Market stall will be reluctant to give any precise information about their business.
- b. The Town Centre events will only contribute to the strategic objectives, amongst other interventions, required to enhance the retail offer.
- c. Growth in business rates as new business opening in the Town Centre.

7. Events Strategy

- a. Events tend to fall into 5 categories

	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4	CATEGORY 5
Cost	£0-£1,000	£1,000+	£10,000+	£25,000+	£75,000+
Description	-Little or no pre-publicity unless there is a direct participation element -Little or no organisation	-Moderate pre-publicity -Moderate organisation -May have potential to grow	host destination Often linked with a media company or event organisation that generates pre-publicity that can help to reduce host destination costs They have the potential for growth.	These events are likely to create relatively high financial commitment/risk for the host destination	These events demand high site management costs, major publicity; and significant numbers of visitors during a short period.
Impact	Likely entertain those already at the destination rather than act as a 'hook' to encourage new customers to visit the Town Centre	May encourage a few niche new customers to visit the Town Centre	-Will attract visitors for the specific purpose to participate or spectate (often sport linked), -May attract some over-night visitors	Some of these events are staged with the aim of generating a new audience. 15,000-30,000 visitors	30,000+ visitors plus visitors spin-offs as a result of a TV broadcast
Examples	-Product promotions -Street Entertainers (not part of a bigger event) -Small fairground rides	-Dog Show -Food Festivals -Craft Markets (all with the potential of becoming a CAT 3 event)	- Easter Fair	- Xmas Market	-Maritime Festival -Out There Festival -Xmas Ice rink. -Air Show

8. Partnership Working

- a. A successful sustainable events programme will necessitate working with several partners on several different levels.
 - i. A think tank of ideas
 - ii. A working team to translate ideas into a deliverable concept
 - iii. A finance-support team to ensure availability of necessary funding, working with sponsors, funding agencies, trade opportunities; admissions
 - iv. A multi-agency team to manage the preparation of events
 - v. A site crew to ensure that events can be staged safely and successfully
 - vi. A monitoring team to measure the impact of an event.

9. Income Generation

- a. In order to create sustainable events income generation is, of course, crucial.
- b. Potential income channels would include:-
 - i. Paid admission
 - ii. Voluntary contributions
 - iii. Availability of trade pitches
 - iv. Advertising sites
 - v. Sponsorship
- c. Whilst all the above options are possible some would not be practical bearing in mind the geography of the site and the event objectives.
- d. As previously mentioned GYBC can also gain an indirect income through the increased use of council car parks and the growth and retention of new business rates.

10. Options for a 3-year plan

- a. New events that achieve key objectives can require sizeable budgets and take a significant time to establish break-even. The Ice Rink which reported increase in footfall between 10%-48% on previous years.
- b. Probably the best first approach is to look at how existing events can be enhanced in order to increase footfall.
- c. Once events are established it is important to avoid complacency and thus introduce new features in order to retain and continue to grow an audience.
- d. All events need sufficient time in the preparatory stage.
- e. An events programme spread across the year would therefore include:-

Easter Fair	April
Where's Wally? (2017 only)	May
Food Festival	May
It's a Dog's Life!	May/June
Summer Sundays	August
Maritime in the Market	September
Wheels Plus	September
Xmas Fayre & Switch-On	Nov/Dec
Pancake Day Event	February

*dates subject to confirmation

11. FINANCIAL IMPLICATIONS

- a. To support a programme of events along the lines of those detailed in 10(e) would require an additional annual budget of around £60,000 a year.
- b. These events may generate moderate levels of trade income & sponsorship but it is unlikely that they would ever be self-financing.
- c. Category 1-2 events, costing less than £1,000 per event, and would include 'Summer Sundays'; music events; Craft Markets.
- d. The budget would allow for limited marketing.
- e. These figures do not include costs for GYBC staff working weekends.

12. RISK IMPLICATIONS

- a. Insufficient time to prepare the event properly - hence some projects have been deferred until next year financial year.
- b. Some events may fail to reach their income targets. Due to significant competition for sponsorship.
- c. It is unlikely that the events programme would ever be a self-financing venture; there would therefore be a future reputational risk when or if support funding is withdrawn.
- d. Request for funding is through a dedicated earmarked reserve for the Town Centre Initiative. **Members are asked to note** that this is "one off" money and that there are still budgetary pressures in terms of this Authorities medium term financial planning.

13. CONCLUSIONS

Events can provide a platform upon which to build footfall in a destination but need to be part of an overall package of improvements.

14. RECOMMENDATIONS

Members are asked to consider establishing an annual town centre events budget of £60k from the Town Centre reserve for 2016-2017 and consider maintaining this level of support for over a 3-year period.

15. BACKGROUND PAPERS

Area for consideration	Comment
Monitoring Officer Consultation:	Yes consulted

Section 151 Officer Consultation:	Yes consulted
Existing Council Policies:	Corporate Plan
Financial Implications:	Yes
Legal Implications (including human rights):	Yes
Risk Implications:	Yes
Equality Issues/EQIA assessment:	
Crime & Disorder:	Yes
Every Child Matters:	Yes

MARKET PLACE/Events report April 2016v7