

Subject: Great Yarmouth Economic Growth Strategy 2017-21

Report to: EMT 23 MARCH 2017  
ECONOMIC DEVELOPMENT COMMITTEE 3 APRIL 2017

Report by: Peter Wright, Economic Development Officer

## **SUBJECT MATTER**

The revised Great Yarmouth Economic Growth Strategy 2017-2021.

## **DECISIONS/RECOMMENDATIONS**

Members are asked to approve the revised Great Yarmouth Economic Growth Strategy 2017-21

## **1 INTRODUCTION**

- 1.1 Following consideration of a draft Great Yarmouth Economic Growth Strategy at the November 2016 Economic Development Committee, Members approved the draft for consultation.

## **2 CONSULTATION**

- 2.1 The draft Great Yarmouth Economic Growth Strategy was distributed to 60 key stakeholders on 29 November 2016 for a consultation period which ran until 6 January 2017.

Detailed responses were received from:

- EEEGR/Skills for Energy
- Norfolk Chamber of Commerce
- Mark Goodall, New Anglia Local Enterprise Partnership Board member
- Peel Ports Great Yarmouth
- Mike Dowdall, Suffolk County Council Economic Development Manager

## **3 THE NEW STRATEGY**

- 3.1 Most responses received during the consultation period focussed on the finer detail of content, which can be regarded as an implicit approval of the main thrust of the document.
- 3.2 It was felt by consultees that the document had become too detailed, particularly as more detail had been requested from other consultees (for instance on

housing, or highlighting the role of EEEGR). Therefore, a more concise and focused document has been produced with a clear Action Plan.

- 3.3 This new document has the same structure, strategy and actions but with explanatory detail removed. As such, it is much brighter, lighter and easier to read. It also concentrates more on the strategy itself and less so the underlying reasons for it.
- 3.4 The Action Plan will be monitored and reviewed regularly with new elements added and completed actions recognised. The key priorities will remain for the period of the strategy.
- 3.5 It is intended that the fuller version will 'sit underneath' this more concise and fresher strategy and be available for reference.

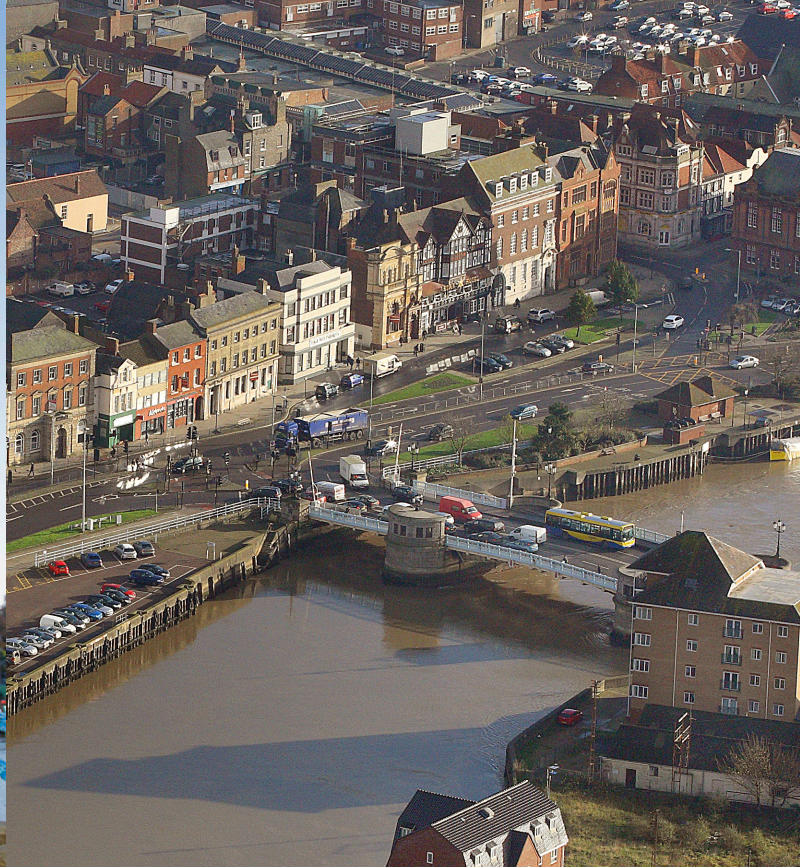
#### **4 DECISIONS/RECOMMENDATIONS**

- 4.1 Members are asked to approve the new look Great Yarmouth Economic Growth Strategy 2017-21 together with the associated Action Plan.

*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	
Monitoring Officer Consultation:	N/A
Section151 Officer Consultation:	N/A
Existing Council Policies:	Corporate Plan Economic Development Strategy 2011-16
Financial Implications:	Within budget
Legal Implications (including human rights):	N/A
Risk Implications:	N/A
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A





# GREAT YARMOUTH ECONOMIC GROWTH STRATEGY 2017-2021



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Welcome to the Great Yarmouth Borough Council's Economic Growth Strategy 2017-2021, which sets out the planned approach to support the growth of the local economy over the next four years.



The Borough Council has bold ambitions, coupled with a determination to do what is necessary to realise them. From the enterprise zone to Neighbourhoods That Work, the Borough Council has a record of action in delivering its vision or addressing the challenges it faces. It is our intention to continue this pro-active approach and to do so together with local stakeholders and businesses.

Our Corporate Plan prioritises the economy, with particular emphases on growth; neighbourhoods; tourism, culture and heritage; the town centre and infrastructure. These are reflected in this strategy's structured and joined-up approach.

I am proud of the strengths this Borough possesses and am determined that we work together to achieve our true potential. I look forward to reporting the progress made on the activities outlined here and also in continuing our strong record of partnership working with organisations across the Borough as we realise our vision for Great Yarmouth together.

Councillor Barry Coleman, Chair - Economic Development Committee

A handwritten signature in black ink, which appears to read 'Barry Coleman'. The signature is fluid and cursive, with a long horizontal line extending from the end.



# THE STRATEGY

Great Yarmouth is a borough with many strengths: it is the main service base in England for the offshore energy industry and has a thriving tourism sector. There are also new opportunities for the borough in sectors such as offshore wind and culture-led urban regeneration. There are challenges too. The strategy aims to address the challenges and meet new opportunities through further growth in the Borough's key sectors and by putting a new emphasis on Place:

**"The Council as an enabler of economic growth will focus on strong place leadership, increasingly engaging with and helping to transform neighbourhoods and communities." – 'The Plan'**

This Economic Strategy has been developed through a review of previous documents, policies and commissioned studies as well as consultations with local stakeholders. It sets out in detail the key sectors best-placed to deliver employment growth, prospects that are to be realised and the challenges in particular sectors that need addressing over the next four years.

The Strategy is to lead a place-making agenda that changes how Great Yarmouth is perceived and understood amongst residents, visitors, existing and new businesses, investors and potential workers.

Leadership of this strategy resides with the Economic Development Committee. The strategy is realised through the implementation of the Action Plan. Its implementation in turn is reported to and monitored by the Economic Reference Group, whose membership consists of partners from a wide-range of stakeholder groups, including further education, cultural and industry groups. An annual benchmarking report will summarise progress. Progress will be reported to the Economic Development Committee and further direction is taken from the Committee.

The Action Plan will deliver the growth and development in each field. The individual actions are grouped under the four broad aims that encompass the strategy's vision on Place, Key Sectors, Workforce Development and Infrastructure:

- **A Destination In Which To Invest, Work, Visit and Live**
- **Key Sector Development and Sustainability**
- **Developing communities, entrepreneurship and the workforce**
- **A Prosperous Physical Environment and Improved Infrastructure**

The challenges and opportunities of each part of the local economy are described in this document. The actions shown at the end of the document will facilitate the development of each area of the economy. Whilst these aims will guide the strategy's implementation over the next four years, the actions that sit beneath these aims can be revised as it progresses.

This strategy builds upon the preceding document, which covered the period from 2011 to 2016. This strategy was informed by an extensive employment growth study that identified three sectors most likely to improve the employment prospects in the Borough (Energy, Engineering and Advanced Manufacturing , Port & Logistics and Tourism). Since then, the New Anglia Local Enterprise Partnership's Strategic Economic Plan, which considers the sub region of Great Yarmouth and Lowestoft to represent a key growth location, has also reiterated that the energy, advanced manufacturing and engineering sectors are an important opportunity for the Borough. In addition, the Department for Culture, Media and Sport's White Paper on Culture (March 2016), highlighted the importance of culture and heritage in a local economy and this aspect is now included. Consequently, we are able to identify these three sectors to be central to the strategy's success:

- Energy, Engineering and Advanced Manufacturing
- Port & Logistics
- Tourism, Culture & Heritage

These sectors are also the core of the New Anglia LEP's work, and key to driving economic growth, improving productivity and stimulating innovation in the region. Therefore the sustainability and growth of these sectors, and access to these sectors, feature prominently in the Action Plan.



# ECONOMIC CONTEXT

**Great Yarmouth, situated between the harsh North Sea and the picturesque Norfolk Broads, boasts world-class knowledge in the offshore oil and gas and wind industries, a 24-hour accessible port with deep-water outer harbour and a host of internationally-renowned companies.**

For more than 50 years, Great Yarmouth has been the main operations and maintenance base for gas extraction in the Southern North Sea, and is also well positioned to secure investment in future offshore wind farm developments and decommissioning opportunities.

As a vote of confidence in the growth prospects of the port and wider borough, the port company now has new owners, Peel Ports, which operates some of the largest ports in the UK and Ireland and has investment plans for Great Yarmouth.

Great Yarmouth has a wide range of industrial and commercial land and premises at competitive rates and one of the UK's most successful Enterprise Zones. Great Yarmouth also benefits from Assisted Area Status, which brings enhanced rates of public assistance, and is also designated as a Centre for Offshore Renewable Engineering.







# 1

## A DESTINATION IN WHICH TO INVEST, WORK, VISIT AND LIVE

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**OUR AIM:** To 'create a stronger sense of place' within Great Yarmouth, as aspired to in the Borough's Corporate Plan.

## THE FOUR MAIN OBJECTIVES ARE:

- **Invest:** Encouraging investors to 'buy into' the Borough's renewed sense of place resulting in higher business investment
- **Work:** Attracting and retaining new cohorts of people and highly skilled workers
- **Visit:** Unlocking new visitor markets for the Borough

**Live:** Making the Borough an attractive place to live through cultural renaissance

'The Council as an enabler of economic growth will focus on strong place leadership, increasingly engaging with and helping to transform neighbourhoods and communities'

On considering the investment of their life or capital into a town, the perception of place is a key consideration for attracting capital investment, high skilled labour and new visitor markets to an area — perceptions can also impact on the existing business community and may also prove pivotal for potential investors.

**OUTCOMES:** As with all the four aims, the Strategy's Action Plan will propose a schedule of measures to advance the aim, which can be updated. A rolling completion of the actions will help towards achieving these key outcomes:

- Higher investment and participation from the private sector in culture
- Enhanced cultural place-making, improving graduate and skilled-worker retention, increased presence of creative industries and creating new visitor markets
- Revived evening economy
- Transform Great Yarmouth's arrival experience by creating a network of attractive, vibrant and well-connected neighbourhoods to create a new gateway to the town





# 2

## KEY SECTOR DEVELOPMENT AND SUSTAINABILITY

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**OUR AIM:** To facilitate further growth and ensure sustainability in the Borough's three key sectors — namely, Tourism & Culture; Energy, Engineering & Advanced Manufacturing and Port & Logistics.

The preceding Strategy was built around the concept of Key Sectors, identified to be the primary source of new employment and growth in the Borough. This focus retains that logic, but with a broader approach which allows for cultural development and place shaping. Great Yarmouth hosts a varied and strong industrial base, including a wealth of experience in the energy, engineering, manufacturing and boatbuilding sectors, all of which continue to be important industries serving customers across the globe.

**THE OBJECTIVE** is to assist the further growth and sustainability of companies in the three key sectors, through supply chain development, promotion and access to finance.

**Energy, Engineering and Advanced Manufacturing:** Since the discovery of gas in the Southern North Sea (SNS) in the 1960s, Great Yarmouth has grown to be one of the largest service bases in the UK, rivalled only by Aberdeen. The Borough is home to both international companies and small independent firms all contributing to this mature industry. Since the construction of the Scroby Sands windfarm in 2003, Great Yarmouth has developed its capability to both construct and maintain windfarms.

**Tourism and Culture:** As a holiday destination for generations, Great Yarmouth is now the third largest seaside resort in the UK. The tourism industry contributed over £591m annually to the local economy through both overnight visitors and day visitors. Traditional tourism remains a bedrock of the economy, with up to 30% of total employment in the borough reliant on the industry.

Great Yarmouth Borough Council has recently agreed its first ever Culture Strategy, 'Making Waves', which sets out a clear and ambitious vision for the role of culture in supporting success in the borough. Making Waves has five key objectives: Securing our cultural infrastructure to expand and enrich our cultural offer, ensuring that the cultural sector makes the fullest possible contribution to the economic success of the borough, supporting vibrant neighbourhoods and communities, making Great Yarmouth a more vibrant place to live, work and invest and better connecting and supporting our creative community

**Port and Logistics:** Peel Ports Great Yarmouth accommodates vessels of up to a maximum 30,000 dwt (deadweight tons) and has a wide range of berths and quays in the deepwater Outer Harbour and in the river. Peel Ports have already attracted a variety of different cargoes to the port, including cars, supplementing the oil and gas, bulk cargoes (e.g. grain) and wind business.

**OUTCOMES:** The outcomes assigned to this aim are:

- Diversified and resilient industry, able to exploit new markets
- Expanded year-round tourism and cultural offer
- Further development of the Port facilities and business base





## 3 DEVELOPING COMMUNITIES, ENTREPRENEURSHIP AND THE WORKFORCE

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**OUR AIM:** To ensure that people in the Borough have the right opportunities to succeed. This need extends from the Key Sectors, where upskilling may be paramount, to the residents of the Borough's deprived neighbourhoods.

A smaller proportion of Great Yarmouth's population have 'high-end' skills and are qualified to NVQ Level 4 (degree level or higher) than the national and regional averages. At the other end of the scale, the share of the population with no qualifications is higher than the regional and national averages.

**THE OBJECTIVE** is to increase the economic activity of the working age population by promoting enterprise, addressing barriers to employment and providing training in the key sectors.

There are a number of significant programmes involved in this field within the Borough. The 'Neighbourhoods that Work' programme aims to support private, public and voluntary sector organisations to transform the way services are delivered by working more collaboratively, with each other and local communities in Great Yarmouth, whilst enterpriseGY is primarily tasked with encouraging enterprise and helping residents start or grow their business but also has a remit to support existing businesses, including tourism and cultural enterprises.

Skills for Energy, one of the East of England Energy Group's core programmes, is led by industry. Its primary aim is to ensure the ongoing diversity and volume of skilled individuals to support the continued life and wellbeing of the energy sector. STEM skills are vital to the borough's economy and encouraging a joined-up approach from Skills for Energy, further education colleges, Job Centre Plus and other stakeholders is pivotal.

**OUTCOMES: The outcomes assigned to this aim are:**

- Greater entrepreneurialism
- Improved business resilience
- Business growth
- Less seasonality in employment
- More highly skilled workforce, reflective of local industry needs
- More economically active workforce
- Residents in deprived communities able to engage with the economy
- A better match of the demand and supply of skills





# 4

## A PROSPEROUS PHYSICAL ENVIRONMENT AND IMPROVED INFRASTRUCTURE

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**OUR AIM: TO CREATE THE RIGHT ENVIRONMENT IN WHICH TO INVEST, WORK, VISIT  
AND LIVE.**

**THE OBJECTIVE** is to provide land and premises for energy sector development, improved transport, broadband connectivity and flood defences and advance a clear plan for a revived town centre.

‘Creating prosperous and sustainable communities can only be done if the necessary infrastructure is in place. Effective and co-ordinated investment in the right infrastructure, of the right quality and at the right time, is essential to achieve the objectives of the emerging Local Plan and to ensure the sustainable economic, social and environmental future of the borough’ – Infrastructure Plan, 2014

Great Yarmouth Borough Council’s Infrastructure Plan (2014) sets out a rolling programme of the infrastructure that is required to support the new development in the Great Yarmouth Local Plan. Trunk road improvements to the A47, notably the dualling of the Acle Straight, the Great Yarmouth Third River Crossing and improved tidal defences along the River Yare are key components.

**OUTCOMES:** The measures outlined in the Action Plan intend to create the conditions for the following outcomes:

- An improved town centre
- Increased occupancy of Beacon Park
- Improved public realm
- Inward investment and expansion of businesses requiring access or proximity to the port
- Attracting the services sector to broaden the economic base
- Transport and infrastructure will be joined up and much improved
- Residents, businesses and visitors will access and travel throughout the borough with ease
- Great Yarmouth will become a smart borough utilising technology to enable all to live with ease and convenience and the roll out of fast broadband completed

# 5

## ACTION PLAN

### A Destination In Which To Invest, Work, Visit and Live

Aim 1	Actions	Lead Delivery Partner	Secondary Delivery Partner
1.1	Communicate with Great Yarmouth businesses and potential investors	GYBC EDU	GYBC Marketing
1.2	Establish the Great Yarmouth Cultural Board	GYBC Neighbourhoods & Communities	St George's Theatre; Greater Yarmouth Tourism and Business Investment Area; Seachange; enterpriseGY
1.3	Advance the Great Yarmouth Waterfront redevelopment project	GYBC Strategic Planning	
1.4	Promote the Greater Yarmouth area to visitors and investors	GYBC Tourism; Greater Yarmouth Tourism and Business Investment Area	

Key Measurables	Timescale	Outcomes
<ul style="list-style-type: none"> <li>• Publish two 'Business' EDU Newsletters per annum;</li> <li>• Publish Business Support Guide and Inward Investment Prospectus"</li> <li>• Board established, meeting regularly with a broad membership</li> <li>• Supplementary Planning Document Great Yarmouth Waterfront</li> <li>• Expanded programme of Heritage Guided Walks</li> <li>• New Group Travel Advertising Campaign</li> </ul>	<ul style="list-style-type: none"> <li>• 2x Newsletter per annum (spring and autumn)</li> <li>• Publish Business Support Guide and Inward Investment Prospectus: October 2017"</li> <li>• Autumn 2017</li> <li>• Autumn 2017</li> <li>• September 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Higher investment from the private sector in culture</li> <li>• Enhanced cultural place-making, improving graduate and skilled-worker retention, increased presence of creative industries and creating new visitor markets</li> <li>• Revived evening economy</li> <li>• Transform Great Yarmouth's arrival experience by creating a network of attractive, vibrant and well-connected neighbourhoods to create a new gateway to the town</li> </ul>



## Key Sector Development and Sustainability

Aim 2	Actions	Lead Delivery Partner	Secondary Delivery Partner
2.1	Prepare supply chain data for all key sectors	GYBC EDU; East of England Energy Group (EEEGR)	
2.2	Promote key sector opportunities at international trade fairs and conferences	GYBC EDU; East of England Energy Group (EEEGR)	Enterprise Zone Working Group
2.3	Obtain private sector support for cultural place-making	Cultural Board	enterpriseGY
2.4	Increase in the number of Great Yarmouth businesses accessing available grants	New Anglia Local Enterprise Partnership Growth Hub; GYBC EDU	
2.5	Ensure the Enterprise Zone's Oil and Gas Taskforce funding is taken up by Great Yarmouth businesses	New Anglia Local Enterprise Partnership Growth Hub; GYBC EDU	Enterprise Zone Working Group

Key Measurables		Timescale	Outcomes
<ul style="list-style-type: none"> <li>Decommissioning Supply Chain Matrix</li> <li>Databases established</li> </ul>	<ul style="list-style-type: none"> <li>November 2017</li> </ul>		<ul style="list-style-type: none"> <li>Diversified and resilient industry, able to exploit new markets</li> <li>Expanded year-round tourism and cultural offer</li> <li>Further development of the Port facilities and business base</li> </ul>
<ul style="list-style-type: none"> <li>Attendance at Offshore Wind Energy</li> <li>Attendance at Offshore Europe</li> </ul>	<ul style="list-style-type: none"> <li>Offshore Wind Energy: London, June</li> <li>Offshore Europe: Aberdeen, September"</li> </ul>		
<ul style="list-style-type: none"> <li>Evidenced private sector support (£)</li> </ul>	<ul style="list-style-type: none"> <li>October 2017</li> </ul>		
<ul style="list-style-type: none"> <li>Increase in applications from Great Yarmouth businesses as reported by New Anglia Local Enterprise Partnership</li> </ul>	<ul style="list-style-type: none"> <li>June 2017</li> </ul>		
<ul style="list-style-type: none"> <li>Increase in applications from Great Yarmouth businesses as reported by New Anglia Local Enterprise Partnership</li> </ul>	<ul style="list-style-type: none"> <li>June 2017</li> </ul>		

Developing communities, entrepreneurship and the workforce

Aim 3	Actions	Lead Delivery Partner	Secondary Delivery Partner
3.1	Assist 100 residents a year to start up a business	enterpriseGY	
3.2	Advise and support small business to grow, diversify and be sustainable	enterpriseGY	New Anglia Local Enterprise Partnership Growth Hub
3.3	Hold or support events to promote entrepreneurial skills	enterpriseGY	
3.4	Provide support to local residents to access employment, address complex needs and drive community development to improve life chances for people living in more deprived areas of the borough"	Neighbourhoods that Work	
3.5	Develop a programme of training, customer focus and related quality assurance for all Great Yarmouth businesses associated with tourism	GYBC Tourism; Greater Yarmouth Tourism and Business Investment Area	enterpriseGY; FE Colleges;
3.6	To deliver a skills event within the region working collaboratively with a variety of organisations	Skills for Energy	Further Education Colleges



Key Measurables		Timescale	Outcomes
<ul style="list-style-type: none"> <li>100 start-ups per annum</li> </ul>	<ul style="list-style-type: none"> <li>May 2017</li> </ul>		
<ul style="list-style-type: none"> <li>60 per annum</li> </ul>	<ul style="list-style-type: none"> <li>May 2017</li> </ul>		<ul style="list-style-type: none"> <li>Greater entrepreneurialism</li> </ul>
<ul style="list-style-type: none"> <li>18 per annum</li> </ul>	<ul style="list-style-type: none"> <li>May 2017</li> </ul>		<ul style="list-style-type: none"> <li>Improved business resilience</li> </ul>
<ul style="list-style-type: none"> <li>300 people seamlessly supported by Life Connectors to receive appropriate specialist support.</li> <li>150 long term unemployed people provided with up to 12 months transitional support by Life Connectors as part of welfare to work transition."</li> </ul>	<ul style="list-style-type: none"> <li>Progress Report by June 2017</li> </ul>		<ul style="list-style-type: none"> <li>Business growth</li> <li>Less seasonality</li> <li>More highly skilled workforce, reflective of local industry needs</li> <li>More economically active workforce</li> <li>Residents in deprived communities able to engage with the economy</li> </ul>
<ul style="list-style-type: none"> <li>Programme initiated</li> </ul>	<ul style="list-style-type: none"> <li>December 2017</li> </ul>		<ul style="list-style-type: none"> <li>A better match of skills and supply demands</li> </ul>
<ul style="list-style-type: none"> <li>Number of external organisations which volunteer their support in relation to the event.</li> <li>Total number of students attending the event.</li> <li>Percentage of students indicating that they would be interested in pursuing a career within the energy industry in the future.</li> </ul>	<ul style="list-style-type: none"> <li>December 2017</li> </ul>		<ul style="list-style-type: none"> <li>Ensure the ongoing diversity and volume of skilled individuals to meet industry's needs, both now and in the future.</li> </ul>

## A Prosperous Physical Environment and Improved Infrastructure

Aim 4	Actions	Lead Delivery Partner	Secondary Delivery Partner
4.1	Reinvest Enterprise Zone retained Business Rates to promote the growth of the zone and the energy sector	Enterprise Zone Working Group; GYBC EDU; GYBC Property; Norfolk CC	New Anglia Local Enterprise Partnership
4.2	Make ready the extensions to the South Denes and Beacon Park Enterprise Zone sites	New Anglia Local Enterprise Partnership; GYBC (Property; EDU)	
4.3	Underused Energy Park sites in the South Denes brought back to the market	GYBC; Great Yarmouth Development Company	
4.4	Completion of the Town Centre Masterplan	GYBC	
4.5	Create a coordinated a response to urban blight	GYBC	
4.6	Advance the business case for the Third River Crossing	GYBC; NCC; New Anglia Local Enterprise Partnership	Norfolk Chambers of Commerce
4.7	Work with the A47 Alliance to seek the full dualling of the route through to Peterborough and promote dualling the Acle Straight	GYBC; NCC; New Anglia Local Enterprise Partnership; A47 Alliance	Norfolk Chambers of Commerce
4.8	Campaign for funding to improve the flood defences along the River Yare	Great Yarmouth's Tidal Defences Business Partnership;	New Anglia Local Enterprise Partnership; Environment Agency

Key Measurables		Timescale	Outcomes
<ul style="list-style-type: none"> <li>Increase in floor space and jobs in the Enterprise Zone</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly report</li> </ul>		<ul style="list-style-type: none"> <li>An improved town centre</li> <li>Increased occupancy of Beacon Park</li> <li>Improved public realm</li> <li>Inward investment and expansion of businesses requiring access or proximity to the port</li> <li>Attracting the services sector to broaden the economic base</li> <li>Transport and infrastructure will be joined up and much improved</li> <li>Residents, businesses and visitors will access and travel throughout the borough with ease</li> <li>Great Yarmouth will become a smart borough utilising technology to enable all to live with ease and convenience and the roll out of fast broadband completed</li> </ul>
<ul style="list-style-type: none"> <li>10Ha additional allocation at Beacon Park; addition of three individual sites on South Denes</li> </ul>	<ul style="list-style-type: none"> <li>July 2017</li> </ul>		
<ul style="list-style-type: none"> <li>Land (ha) available</li> </ul>	<ul style="list-style-type: none"> <li>July 2017</li> </ul>		
<ul style="list-style-type: none"> <li>As described</li> </ul>	<ul style="list-style-type: none"> <li>May 2017</li> </ul>		
<ul style="list-style-type: none"> <li>Property Enforcement Board outputs</li> </ul>	<ul style="list-style-type: none"> <li>July 2017</li> </ul>		
<ul style="list-style-type: none"> <li>Prepare Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>August 2017</li> </ul>		
<ul style="list-style-type: none"> <li>Business Plan</li> <li>Funding (£)"</li> </ul>	<ul style="list-style-type: none"> <li>July 2017</li> </ul>		
<ul style="list-style-type: none"> <li>To be evidenced (e.g. £ private and £ public investment)</li> </ul>	<ul style="list-style-type: none"> <li>July 2017</li> </ul>		



