

**Subject: ECONOMIC GROWTH STRATEGY AND ACTION PLAN**

**Report to: Economic Development Committee – 17 February 2020**

**Report by: Michelle Burdett, Head of Inward Investment**

## **EXECUTIVE SUMMARY**

This report presents to the Economic Development Committee the Economic Growth Strategy (2020-2025) and supplementary action plan.

The Strategy and Action Plan have been developed through a review of existing documents, policies and commissioned studies as well as drawing upon the Councils Corporate Plan and Annual Action Plan.

The strategy identifies and addresses key economic opportunities and challenges and sets out a range of priority actions that are being, or will be delivered under the “strong & growing economy” Strategic Priority Area of the Corporate Plan.

## **RECOMMENDATIONS**

- 1) That members provide comment on and approve the Economic Growth Strategy and supplementary action plan.
- 2) That members agree that the Action Plan is a ‘living document’ and is refreshed and reported against on a quarterly basis to the Committee

## **1. BACKGROUND AND INTRODUCTION**

- 1.1 The Strategy is to lead a placemaking agenda that changes how Great Yarmouth is perceived and understood by residents, visitors, existing and new businesses, investors and workforces. The preceding Economic Strategy was built around the concept of key sectors.
- 1.2 Its leadership resides with the Economic Development Committee and is realised through delivery of the Economic Growth Action Plan. Its implementation is reported to and monitored by a new Economic Reference Group, whose membership comprises delivery partners and stakeholders.
- 1.3 The five-year Corporate Plan is set in the context of a longer-term vision for our borough. Our vision is to have a vibrant economy, capitalising on the investment in clean energy

alongside further investment in our place and our visitor economy, creating a quality environment for all and improving the life chances of all those living and working in our borough.

1.4 We will achieve this by driving and facilitating change in four Strategic Priority Areas:

1. A strong and growing economy
2. Improved housing and strong communities
3. High-quality and sustainable environment
4. An efficient and effective council

1.5 The Economic Growth Strategy picks up on the first of these, a “strong & growing economy”, integrating other relevant strategies and evidence, such as the Draft Local Industrial Strategy and the Economic Strategy for Norfolk and Suffolk.

1.6 It is complementary to, but doesn't seek to replicate, other internal policies, plans and masterplans from services where they interact with economic growth, for example, Property and Tourism.

1.7 By 2025, we will focus on achieving the Outcomes and Strategic Priorities set out in the Corporate Plan and summarised in Section 5 of the Strategy.

## **2 MEASURING SUCCESS**

2.1 The supplementary action plan has been designed to bring together specific actions, those responsible for leading those actions both within the Council and via strategic partnerships, and also to ensure that the outcomes are being measured and reported on. As can be seen in column 3 (measurables) some actions are being measured as part of the Councils quarterly performance reports and as such, will be presented to Policy and Resources Committee and Full Council.

2.2 Whilst there is a significant level of detail within the action plan, this is intended to be treated as a ‘living document’ which will be updated on a quarterly basis, ensuring that progress of actions is monitored and presented to Economic Development Committee. Progress will be reported to and further direction taken from the Economic Development Committee at quarterly intervals and will be provided in line with the Councils quarterly performance reports alongside updates on progress of key corporate projects.

## **3 RESOURCING**

- 3.1 As detailed within the action plan, the lead on each of the specific actions is already identified with Council Officers either already working on these actions, or will be, should funding be secured.

#### **4 FINANCIAL IMPLICATIONS**

- 4.1 Most projects have either already sought funding (such as the Winter Gardens, Marina Centre) or are in the process of seeking funding (Future High Street Funds for Town Centre redevelopment work). As stated in section 2.2 this document will be treated as a living document and as such, should new opportunities arise that were not foreseen, but could assist in the delivery of the “strong & growing economy” strategic priority area of the Corporate Plan, then a request from officers to move forward on these activities would be sought from Economic Development Committee members.

#### **5 RISK IMPLICATIONS**

- 5.1 The risks are largely centred on the potential risks should the strategy and supplementary action plan not be supported. This would present a lack of direction to investors and stakeholders which could result in limited development and growth. This would mean the Council fails to support the needs of businesses and, therefore, the employment needs of residents.

#### **6 CONCLUSIONS**

- 6.1 This report presents to the Economic Development Committee, the Economic Growth Strategy (2020-2025) and supplementary action plan.
- 6.2 The Strategy and Action Plan have been developed through a review of existing documents, policies and commissioned studies as well as drawing upon the Council's Corporate Plan and Annual Action Plan.
- 6.3 The strategy identifies and addresses key economic opportunities and challenges and sets out a range of priority actions that are being, or will be delivered under the “strong & growing economy” Strategic Priority Area of the Corporate Plan.

#### **RECOMMENDATIONS**

- 1) That members provide comment on and approve the Economic Growth Strategy and supplementary action plan.
- 2) That members agree that the Action Plan is a ‘living document’ and is refreshed and reported against on a quarterly basis to the Committee

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	Completed– feedback included within the report.
Existing Council Policies:	Included within the body of the report (links to Corporate Plan and Annual Action Plan)
Financial Implications:	Included within the body of the text
Legal Implications (including human rights):	N/A
Risk Implications:	Included within the body of the text
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A



# ECONOMIC GROWTH ACTION PLAN

## A STRONG AND GROWING ECONOMY

The Economic Growth Action Plan provides the operational framework against which the Corporate Plan theme of *a strong and growing economy* and its four Outcomes will be delivered:

1. To have secured new inward investment in the Borough, creating a vibrant economy and matching local skills provision with future job and career opportunities;
2. To support Great Yarmouth and Gorleston town centres as important community hubs and places where people choose to live as well as work, shop and undertake leisure activities;
3. Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work;
4. A thriving visitor economy with an extended season beyond the peak summer period

These Outcomes are broken down into Strategic Priorities in the Economic Strategy and described in terms of challenges, strengths and opportunities.

The nature of the local economy continues to change and we will be playing an active role in creating the right conditions for local businesses to thrive. The borough's offshore energy industries will continue to grow and greater numbers of local people will benefit from a vibrant local job market with young people aspiring to access quality jobs. The tourism industry will continue to evolve, creating a year-round visitor economy which generates better-paid jobs in the hospitality sector and contributing to a quality environment. Our culture and heritage offer will be strong and unique, with enhancements made to signage, streetscapes and the setting of key buildings and locations.

Corporate Plan outcome:					
To have secured new inward investment in the Borough, creating a vibrant economy and matching local skills provision with future job and career opportunities					
Corporate Plan strategic priorities:					
<ul style="list-style-type: none"><li>• To actively work with businesses to ensure that supply chain opportunities are maximised and Great Yarmouth has strengthened its status as a hub for expertise in clean energy and decommissioning</li><li>• To attract new investment into the borough through the promotion of the port, expertise, and land availability with a focus on the opportunities in the offshore energy sector and nuclear sector</li><li>• Extend Beacon Business Park and encourage growth in the South Denes Enterprise Zone to support new businesses establishing themselves as well as attracting existing businesses to expand</li><li>• Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47</li></ul>					
Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
1. Lead on delivery of the Norfolk & Suffolk Offshore Wind Competitive Positioning Programme.	Offshore Renewables Marketing Manager, GYBC	• Successful project delivery against contracted milestones and outputs	October 2019 - September 2021	<ul style="list-style-type: none"><li>• Successful funding application made to the Innovative Projects Fund (£98K).</li><li>• Grant funding agreement signed and governance/oversight structures currently being resolved.</li><li>• GYBC officers represented the Borough's interest in the East of England Energy Zone partnership at the recent SNS2019 and Offshore Energy 2019 trade events.</li><li>• Supply Chain matrix updated</li><li>• Enquiries and contacts are being followed up and appropriate referrals made.</li><li>• Marketing Manager and Business Development Manager appointed in February 2020.</li></ul>	<ul style="list-style-type: none"><li>• A coherent, co-ordinated and collectively-owned brand, strategic offer and identity established to consolidate the target area's position as a world leader in offshore renewables, maximising its visibility, attractiveness and competitiveness to Government and investors, enabling it to compete effectively with established locations in the national and international marketplace.</li><li>• Delivery of direct business support and inward investment facilitation to the offshore supply chain both locally and at national/international events</li><li>• Direct inward investment by the offshore renewables sector in Great Yarmouth.</li></ul>
		Quarterly performance indicators			
		<ul style="list-style-type: none"><li>• M14: Number of businesses assisted.</li><li>• M16: Inward investment/FDI into the Borough.</li></ul>			

Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
2. Development of an offshore O&M Campus on South Denes.	Development Director, GYBC  Plus:  Head of Inward investment, New Anglia LEP  Regeneration and Funding Manager, GYBC	<ul style="list-style-type: none"> <li>Delivery of a South Denes Energy Park future vision or masterplan.</li> </ul>	December 2020	<ul style="list-style-type: none"> <li>WSP has undertaken analysis and business case preparation.</li> <li>An unsuccessful Growth Deal application was made in early 2019.</li> <li>A successful BRP application was made in September 2019 to support the development of a masterplan.</li> <li>Further funding and development opportunities are actively explored by GYBC and Norfolk County Council on an ongoing basis.</li> <li>New branding to improve the Energy Park's identity/visibility is currently being rolled out.</li> </ul>	<ul style="list-style-type: none"> <li>Further enhancement and consolidation of the South Denes and Great Yarmouth energy cluster as a regional, national and international centre of excellence for the offshore wind commissioning, operations and maintenance.</li> <li>Direct inward investment by the offshore renewables sector in Great Yarmouth.</li> </ul>
3. Development of a Centre of Excellence for shallow water decommissioning.	EEEGR (TBC)	<ul style="list-style-type: none"> <li>Establishment of a Centre of Excellence for shallow water decommissioning within the Borough.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Currently awaiting update.</li> <li>Representations have been made by the SIG to the Oil and Gas Authority with the ultimate objective of emulating the Oil &amp; Gas Technology Centre in Scotland.</li> <li>The new Oil and Gas Authority Area Manager for the Southern North Sea and Eastern Irish Sea recently visited the area and EEEGR's advocacy/discussions are ongoing. New Anglia LEP reports that this objective is ongoing but that it is a lower strategic priority than other sector initiatives.</li> <li>EEEGR convened a South North Sea Decommissioning Showcase at Carrow Road on 29 January 2020.</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Enhancement and consolidation of the South Denes and Great Yarmouth energy cluster as a regional, national and international centre of excellence for decommissioning.</li> <li>Minimised mismatch between projected skills supply and demand.</li> </ul>
4. Land assembly and investment facilitation for business conferencing and incubation facilities	Development Director, GYBC  Plus:  Head of Property and Assets, GYBC	<ul style="list-style-type: none"> <li>Funding and/or investment secured for business conferencing/events facilities.</li> <li>Funding and/or investment secured for business incubation facilities.</li> </ul>	November 2019 and ongoing until completion	<ul style="list-style-type: none"> <li>Business conferencing/events and business incubation facilities (flexible/shared spaces, workshops, and wrap-around business support for the energy sector) were both included in the Town Deal readiness checklist submitted to MHCLG in January 2020.</li> <li>Council Officers have presented to the New Anglia LEP seeking to increase the Pot B allocation from 35% to 50% to facilitate investment in this and the proposed O&amp;M campus.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of flexible/collaborative workspace and support for early-stage and more-established small businesses operating within the offshore energy supply chain to accelerate the growth of the enveloping cluster.</li> <li>Servicing 'business tourism' market to develop out-of-season visitor economy.</li> </ul>
5. Extend the Beacon Park Enterprise Zone	Head of Property and Assets, GYBC	<ul style="list-style-type: none"> <li>Beacon Park Enterprise Zone extension secured</li> </ul>	December 2018 and ongoing	<ul style="list-style-type: none"> <li>The Beacon Park Master Plan was published in December 2018.</li> <li>Opportunities and funding to develop this are being explored with partners at NCC and New Anglia LEP.</li> <li>£9m local funding has been committed to developing 56 residential units near Beacon Park.</li> <li>Occupancy/vacancy rates for total developed floorspace at Beacon Park are tracked and reported by GYBC Property. Jobs on the Enterprise Zone sites are tracked and reported by New Anglia LEP.</li> </ul>	<ul style="list-style-type: none"> <li>Inward investment and construction projects unlocked.</li> <li>Uplift in Business Rates revenue retention to match-fund future projects and programmes.</li> </ul>
		Quarterly performance indicators			
		<ul style="list-style-type: none"> <li>ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park</li> </ul>			

Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
6. Ongoing liaison with Peel Ports with regard to port development, promotion and land supply.	Development Director, GYBC  Plus:  Head of Inward Investment, New Anglia LEP  Peel Ports	<ul style="list-style-type: none"> <li>Investment in Southern Terminal construction.</li> <li>Evidence of attributable direct inward investment.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Peel Ports is understood to be seeking to invest £20m in a new 12ha site on its Southern Terminal, focused on turbine component manufacturers requiring quayside access.</li> <li>Options to further develop the capacity and capability of the Port to serve the offshore and maritime sectors are being actively explored with Peel Ports, New Anglia LEP and NCC via regular Great Yarmouth Energy Projects meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Further enhancement and consolidation of the South Denes and Great Yarmouth energy cluster as a regional, national and international centre of excellence for the offshore energy commissioning, operations and maintenance.</li> <li>The establishment of turbine component manufacture in Great Yarmouth.</li> <li>Development of outer harbour southern terminal.</li> <li>Uplift in UK and Continental trade with and through Great Yarmouth.</li> </ul>
7. Establish direct maritime cargo/freight connectivity between Great Yarmouth and the Continent.	Peel Ports  Plus:  Regeneration and Funding Manager, GYBC	<ul style="list-style-type: none"> <li>Regular cargo/freight service established between Great Yarmouth and a Continental port(s).</li> </ul>	Summer 2020	<ul style="list-style-type: none"> <li>An event was held in October 2019 for UK operators and their continental counterparts to discuss opportunities for trade and potential partnerships to provide UK/Europe end-to-end logistics solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of the Port, uplift in Continental trade with and through Great Yarmouth.</li> </ul>
8. Further develop and secure funding for EnterpriseGY as a local source of free, confidential and impartial enterprise support.	Business Advisor, GYBC  GYBC Events and marketing team  Plus:  New Anglia Growth Hub (TBC)	<ul style="list-style-type: none"> <li>Successful delivery against Business Advisor quantitative milestones and outputs.</li> <li>Ongoing delivery of annual Spirit of Enterprise awards.</li> <li>Delivery of a year-round programme of partnership events focusing on entrepreneurial skills and capacity building.</li> <li>Mechanisms established to facilitate cross referrals between EnterpriseGY and other sources of support and finance.</li> </ul>	September 2019 and ongoing	<ul style="list-style-type: none"> <li>Business Advisor appointed in late April 2019 and has been providing and reporting on enterprise support since then.</li> </ul>	<ul style="list-style-type: none"> <li>Entrepreneurialism established as a viable local pathway to economic inclusion.</li> <li>Increases in local productivity and GVA.</li> <li>Maximisation of social inclusion and the accessibility of associated opportunities, diversification and increased resilience of the local economy.</li> <li>Direct private sector inward investment catalysed.</li> <li>Improved business resilience.</li> </ul>



Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
9. Maintain effective year-round communication with businesses and potential investors.	Business Advisor, GYBC  Plus:  Communications Press Manager, GYBC	<ul style="list-style-type: none"> <li>An ongoing programme of regular communication and/or consultation with local businesses established.</li> <li>Evidence of attributable direct inward investment.</li> <li>Evidence of attributable job creation.</li> </ul>	September 2019 and ongoing	<ul style="list-style-type: none"> <li>The Leader's Reception in December 2019 was very well-attended.</li> <li>Ongoing communication is being maintained with attendees and Spirit of Enterprise 2020 Awards nominees/attendees. Save the dates have been sent out</li> <li>The 2020 Spirit of Enterprise Awards will be held in Mar 2020 and will – for the first time – share branding with EnterpriseGY.</li> <li>The Future50 model used by Nwes and Archant will be adopted by EnterpriseGY – initiating and sustaining ongoing post-event relationships with both sponsors and winners. Applications from local businesses to the Spirit of Enterprise Awards will be automatically entered into the EDP Awards.</li> <li>A Communications Strategy is currently being developed by in consultation with the Communications Press Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Improved, streamlined interface with the business community, leading to more responsive economic development services.</li> <li>Direct private sector inward investment catalysed.</li> </ul>
		Quarterly performance indicators			
		<ul style="list-style-type: none"> <li>M16: Inward investment/FDI into the Borough.</li> </ul>			
10. Maintain and enhance Borough Profile and local economic evidence base.	Regeneration and Funding Manager, GYBC	<ul style="list-style-type: none"> <li>Evidence of regular maintenance and enhancement of Borough Profile.</li> </ul>	September 2019 and ongoing	<ul style="list-style-type: none"> <li>A short UEA internship was commissioned in order to produce the first Borough Profile.</li> <li>The completed document is published online.</li> </ul>	<ul style="list-style-type: none"> <li>Improved economic intelligence evidence base and analyses for officers, management and members.</li> <li>More responsive economic development services and policy formulation.</li> </ul>
11. Working in partnership with A47 Alliance, NCC, New Anglia, Chambers of Commerce, Highways England and others to lobby/bid for road infrastructure investment along the A47. To include Vauxhall, Gapton & Harfrey's roundabout schemes.	Development Director, GYBC	<ul style="list-style-type: none"> <li>Inclusion of Acle Straight dualling in the second Road Investment Strategy (RIS2).</li> </ul>	Early 2020	<ul style="list-style-type: none"> <li>Local partners' long term objective is the complete dualling of the A47, from the A1 at Peterborough to Lowestoft.</li> <li>The second Road Investment Strategy (RIS2) (covering a five-year period from 1 April 2020 to 31 March 2025) and was due for publication in late 2019; it's understood that this lapsed due to the General Election.</li> <li>In Sep 2019, Galliford Try was contracted to complete 1.5 miles of A47 dualling between Blofield and North Burlingham.</li> </ul>	<ul style="list-style-type: none"> <li>Improvements in physical connectivity to unlock further growth in the Town and surrounding area.</li> </ul>
		<ul style="list-style-type: none"> <li>Evidenced lobbying in respect of improvements to the Vauxhall, Gapton and Harfrey's roundabouts.</li> </ul>	September 2019 and ongoing	<ul style="list-style-type: none"> <li>In Jun 2019, Highways England announced that it would revisit the Vauxhall and Gapton roundabout improvement schemes in the context of the Third River Crossing.</li> <li>The current Highways England status is "<i>scheme development paused pending review</i>", with traffic modelling and appraisal scheduled for 2020.</li> </ul>	
		<ul style="list-style-type: none"> <li>Construction commenced on Third River Crossing.</li> </ul>	Late 2020	<ul style="list-style-type: none"> <li>Examination of the Development Consent Order for the Third River Crossing began on 24 September 2019.</li> </ul>	
		<ul style="list-style-type: none"> <li>Construction completed on Third River Crossing.</li> </ul>	Early 2023	<ul style="list-style-type: none"> <li>Examination of the Development Consent Order for the Third River Crossing began on 24 September 2019.</li> </ul>	



Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
12. Maintaining and improving strategic flood defences to reduce blight and enhance economic resilience	Head of Property and Assets, GYBC  Plus:  Development Director, GYBC	<ul style="list-style-type: none"> <li>Successful completion of current five-year flood defence scheme.</li> <li>Funding secured to take forward additional works after completion of the current scheme.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>A five-year £40m flood defence scheme is being delivered by the Environment Agency, with £8.2m contributed by the LEP and £80K from GYBC. It prioritises locations – in the first instance – by the risk of loss of life, focusing on Southtown &amp; Cobholm.</li> <li>Discussions are ongoing with the Environment Agency with respect to the next phase – prioritising locations where there is a risk to life and property from flooding.</li> </ul>	<ul style="list-style-type: none"> <li>Key strategic sites blighted by elevated flood risk will be opened up for (re)development.</li> <li>Improved resilience to the disruption and damage to individual businesses, infrastructure and the wider borough economy caused by flooding.</li> </ul>
<b>Corporate Plan outcome:</b>					
<b>Great Yarmouth and Gorleston town centres are important community hubs and places where people choose to live as well as work, shop and undertake leisure activities</b>					
<b>Corporate Plan strategic priorities:</b>					
<ul style="list-style-type: none"> <li>Shape our town centres to make them places where people will choose to visit, shop, socialise and live</li> <li>Continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate re-development</li> <li>To transform The Conge as the key linkage between the railway station and town centre by delivering a mix of new residential and employment opportunities as well as improving the physical environment</li> <li>Convert greater numbers of planning permissions into developed out sites</li> </ul>					
Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
13. The inclusion and active management of Market redevelopment as a specific intervention within the Future High Streets Fund Full Business Case.	Head of Property and Assets, GYBC  Plus:  Conservation, Heritage and Design Manager, GYBC/GYPT  Head of Inward Investment, GYBC	<ul style="list-style-type: none"> <li>Future High Streets Fund co-financing secured to redevelop The Market.</li> </ul>	Summer 2020	<ul style="list-style-type: none"> <li>Redevelopment of The Market included in interventions and rough order of magnitude costs submitted to Future High Streets Delivery Manager at MHCLG.</li> <li>Draft Business Case drafted and submitted, with support from consultants, AMION.</li> <li>Redevelopment of The Market included in Stronger Towns readiness checklist submitted to MHCLG in January 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Redevelopment of the historic covered marketplace to drive Town Centre footfall, sustain inclusive growth and provide a low-risk vehicle for local entrepreneurs to trial/refine/grow new products/services/models.</li> <li>Great Yarmouth Town Centre established as important community hub and place where people choose to live as well as work, shop and undertake leisure activities.</li> </ul>
14. Land assembly and revenue funding to progress a major housing-led mixed-use scheme on The Conge.	Development Director, GYBC  Plus:  Housing Growth Manager, GYBC	<ul style="list-style-type: none"> <li>Future High Streets Fund co-financing secured to stimulate redevelopment The Conge.</li> </ul>	Summer 2020	<ul style="list-style-type: none"> <li>£185K local funding committed to date via pooled business rates.</li> <li>The Conge Viability Assessment and The Conge Sales &amp; Marketing Report were produced in Summer 2019 and a pre-application planning meeting took place in early Nov 2019. Opportunities to address the development viability gap are being actively explored.</li> <li>Redevelopment of The Conge was included in the interventions in the Future High Streets Fund draft Full Business Case submitted to MHCLG in January 2020.</li> <li>Redevelopment of The Conge included in Stronger Towns readiness checklist submitted to MHCLG in January 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of The Conge as a gateway to the Town and increased residential density and demand for goods/services within the Town Centre.</li> <li>Great Yarmouth Town Centre established as important community hub and place where people choose to live as well as work, shop and undertake leisure activities.</li> </ul>
		Quarterly performance indicators  <ul style="list-style-type: none"> <li>ED10: New homes a) Number of new homes built; b) Number of affordable homes built</li> </ul>			

Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
15. Ongoing liaison with regard to North Quay development, promotion and land supply.	Development Director, GYBC  Plus:  Head of Planning, GYBC	<ul style="list-style-type: none"> <li>Adoption of Supplementary Planning Document for North Quay.</li> <li>Start of active land assembly.</li> </ul> Quarterly performance indicators  ED10: New homes a) Number of new homes built; b) Number of affordable homes built	Ongoing	<ul style="list-style-type: none"> <li>£2.5m local funding committed North Quay strategic regeneration, including land assembly.</li> <li>Public consultation on the emerging Supplementary Planning Document for North Quay is taking place until 23 February 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of North Quay as a gateway to the Town.</li> </ul>
16. Ongoing liaison with regard to Hall Quay development, promotion and land supply.	Development Director, GYBC  Plus:  Head of Planning, GYBC	<ul style="list-style-type: none"> <li>Year-on-year reductions in commercial vacancy rates on Hall Quay.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Conservation officers have actively engaged with planning applicants to preserve heritage and the built environment.</li> <li>Public consultation on the Hall Quay public realm is complete. These enhancements should stimulate interest in investment in buildings on Hall Quay.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of Hall Quay.</li> <li>Reduction in local vacancy rates.</li> </ul>
17. Preservation and enhancement of heritage within the built environment and public realm.	Conservation, Design and Heritage Manager, GYBC/GYPT	<ul style="list-style-type: none"> <li>New investment to preserve and enhance the historic built environment across the Borough.</li> </ul>	September 2019 and ongoing	<ul style="list-style-type: none"> <li>Shopfronts improvement delegated grants scheme and restoration of: Town Wall; St. Nicholas School railings, Market Rows; No.6 Market Place.</li> <li>Market Place landscaping included in interventions within the successful High Streets Heritage Action Zones.</li> <li>Successful Heritage Action Zone application.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing environmental quality Town Centre for all residents and visitors.</li> <li>Safeguarding of local historical and heritage assets and consolidation of sense-of-place.</li> </ul>
18. Provision of 4G geosensors and free wireless connectivity within the Town Centre.	GO Trade Project Manager, GYBC  And  Head of Property and Assets, GYBC	<ul style="list-style-type: none"> <li>Funding secured to provide 4G geosensors within the Town Centre;</li> <li>Funding secured to provide free WiFi coverage within the Town Centre.</li> </ul>	April 2020	<ul style="list-style-type: none"> <li>Provisional inclusion of wireless connectivity included in the interventions in the Future High Streets Fund draft Full Business Case submitted to MHCLG in January 2020.</li> <li>Town Centre digital transformation and connectivity included in Stronger Towns readiness checklist submitted to MHCLG in January 2020.</li> <li>Technology partner for WiFi and geosensors has been procured with testing scheduled for March/April 2020.</li> <li>In early 2019, NCC was awarded an extra £11m for fibre broadband upgrades to 372 public sector sites across Norfolk (to be spent by April 2021), including 48 public sector sites in the Borough.</li> <li>In May 2019, the value of the national Gigabit Broadband Voucher Scheme (run by the Department for Culture, Media and Sport) was increased from £2,500 to £3,500 to enable small businesses to access ultrafast services.</li> </ul>	<ul style="list-style-type: none"> <li>Future-proofing the Town Centre by anticipating and responding to changing consumer habits.</li> <li>Great Yarmouth Town Centre established as important community hub and place where people choose to live as well as work, shop and undertake leisure activities.</li> <li>Geosensors will provide new insights into Town Centre usage patterns, enabling partners to make more-informed, responsive decisions.</li> </ul>

Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
19. Provision of electric car charging points within the Town Centre.	Head of Customer Services, GYBC  Plus:  Regeneration and Funding Manager, GYBC	<ul style="list-style-type: none"> <li>Electric vehicle charging points (EVCPs) installed in Town Centre car parks locations.</li> </ul>	April 2020	<ul style="list-style-type: none"> <li>Site viability surveys undertaken by Vattenfall, co-funder.</li> <li>Five of the sites identified fall within the adopted Town Centre and co-financing for these was included in the interventions in the Future High Streets Fund draft Full Business Case submitted to MHCLG in January 2020.</li> <li>Maximum funding of £67,220 was awarded by an Office for Low Emission Vehicles funding scheme on 29 January 2020, covering new EVCPs (in Greyfriars, Market Place, Beach Coach Station, Euston Road and St. Nicholas Car Parks).</li> <li>A future funding application will cover King Street Car Park, Gorleston High Street Car Park and the redeveloped leisure centre car park on the Marina Centre site.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing Town Centre environmental quality and future-proofing the Town Centre by anticipating and responding to changing consumer habits.</li> </ul>
20. Direct intervention to convert greater numbers of planning permissions into developed out areas.	Head of Planning, GYBC	<ul style="list-style-type: none"> <li>Year-on-year increases in the number of planning permissions built on over 2019 baselines.</li> </ul>	January 2020 and ongoing	<ul style="list-style-type: none"> <li>Currently awaiting update.</li> </ul>	<ul style="list-style-type: none"> <li>Inward investment and construction projects unlocked.</li> <li>Uplift in Business Rates revenue retention to match-fund future projects and programmes.</li> </ul>
		Quarterly performance indicators			
		<ul style="list-style-type: none"> <li>ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension.</li> <li>ED02: Planning applications: Non-Major (Minor or Other) applications determined within 8 weeks or as agreed extension.</li> </ul>			

**Corporate Plan outcome:**

**Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work**

**Corporate Plan strategic priorities:**

- To work with colleges and schools to match future business opportunities with the appropriate skills provision and to actively promote initiatives which facilitate and encourage social mobility
- To explore opportunities with the Higher Education sector to have a greater presence and influence within Great Yarmouth

Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
21. Develop a strategic approach for the Council in supporting the skills agenda	Head of Inward Investment, GYBC  And  Regen and Funding Manager, GYBC	<ul style="list-style-type: none"> <li>• Further work undertaken or commissioned to address gaps in the evidence base and identify interventions that could provide pathways for residents to access jobs in growth industries</li> <li>• The provision of local jobs fairs</li> <li>• Improved median wage levels in Great Yarmouth</li> </ul>	Early 2020 and ongoing	<ul style="list-style-type: none"> <li>• A short UEA internship was commissioned in order to understand what the local opportunities are in terms of the jobs that employers need to fill and what the pathways are for residents to access them. The resulting report identified areas in which the research should be extended.</li> <li>• GYBC – in partnership with Norfolk Community College and Jobcentre Plus – hosted 1000+ residents at a Jobs Fair in the Assembly Room on 15 January 2020.</li> <li>• Officers are working with NEACO (Network for East Anglian Collaborative Outreach) to develop an outreach day in the Assembly Room on 29 April 2020 for 150-200 local Year 10 and Year 12 children (pre-GCSE and pre-A-Level, respectively) to stimulate interest in and access to FE/HE – aspirations, practicalities etc.</li> <li>• Officers are working with ENJOY the Great Yarmouth Local Cultural Education Partnership (LCEP) in their targeted mission to raise educational aspiration by providing opportunities for children and young people to take part in great arts and cultural activities, and also help schools and colleges deliver broad and balanced curriculums in some of the most challenged and deprived communities in the UK</li> </ul>	<ul style="list-style-type: none"> <li>• Improved accessibility of employment opportunities for residents.</li> <li>• Diversification and increased resilience of the local economy.</li> <li>• Improved median wage levels in Great Yarmouth and increased number of local people accessing better-paid work.</li> </ul>
22. Explore opportunities with the HE sector to have a greater presence and influence within Great Yarmouth.	Head of Inward Investment, GYBC	<div>Establishment of a physical HE presence within the Borough.</div> <div>Quarterly performance indicators</div> <ul style="list-style-type: none"> <li>• M16: Inward investment/FDI into the Borough.</li> <li>• M17: New FTE Jobs created.</li> <li>• M18: GVA (subject to establishing a secure methodology to link new FTEs in specific industrial groups to GVA).</li> </ul>	Early 2020 and ongoing	<ul style="list-style-type: none"> <li>• Establishment of Town Centre higher/further education and learning hub included in Stronger Towns readiness checklist submitted to MHCLG in January 2020.</li> <li>• Enabling works to co-locate enterprise-readiness and skills provision within the Town Centre are included in the Future High Streets Fund draft Full Business Case submitted to MHCLG in January 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Maximisation of social inclusion and the accessibility of associated opportunities, diversification and increased resilience of the local economy.</li> <li>• A vibrant local job market with young people aspiring to access quality jobs.</li> </ul>

**Corporate Plan outcome:**

- A thriving visitor economy with an extended season beyond the summer period

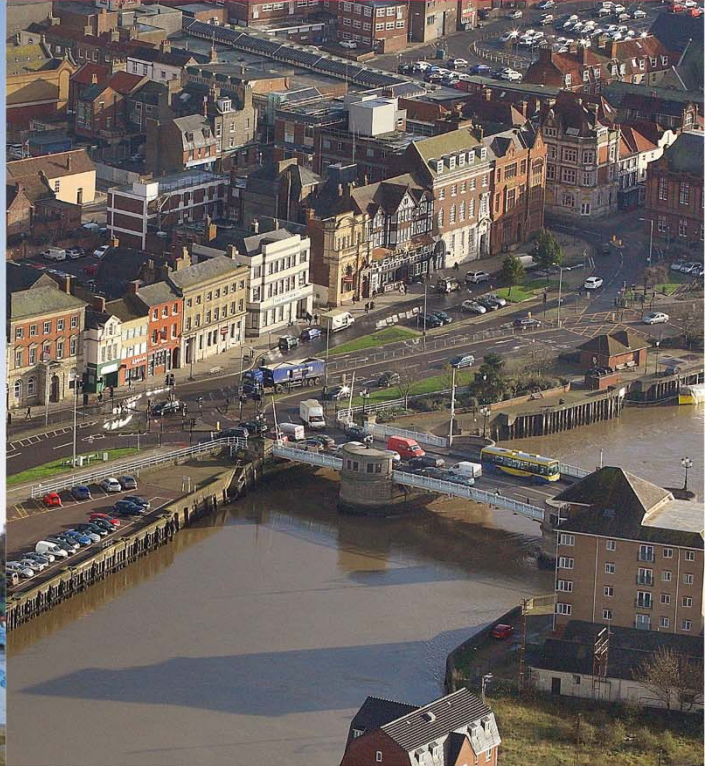
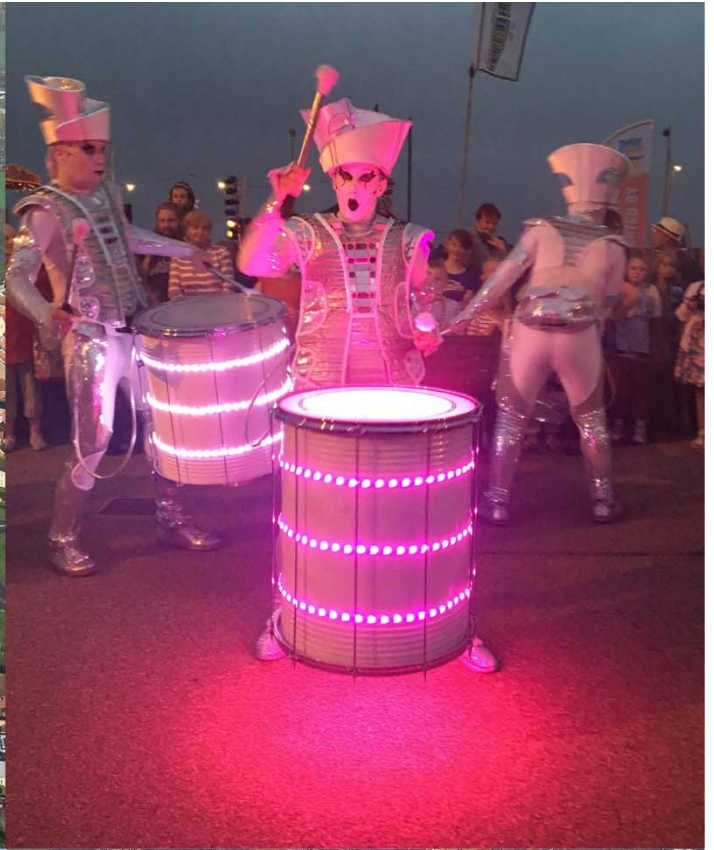
**Corporate Plan strategic priorities:**

- To strengthen our tourism and culture offer to provide greater year-round attractions and a more integrated visitor experience
- To continue to develop our heritage offer through the promotion and development of our own assets across the borough

Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
27. Replacement of the existing Marina Centre with a high-quality water and leisure visitor attraction.	Strategic Director, GYBC  and  Head of Inward Investment, GYBC  Plus:  Mace and project contractors	<ul style="list-style-type: none"> <li>• Redevelopment of the Marina Centre site commenced</li> </ul>	Summer 2020	<ul style="list-style-type: none"> <li>• RIBA 4A is nearly closed-out and demolition mobilisation is due to commence on 3 February 2020. Construction is due to commence in late Spring 2020.</li> <li>• A £1.5m Sport England funding application is progressing.</li> <li>• A revised £500K Business Rates Pool application was submitted to NCC on 19 December 2019.</li> <li>• A £2m Growing Places Fund application submitted in November 2019 was unsuccessful, with the recommendation that the application is re-worked for a potential Growth Deal application in late 2020.</li> <li>• Refreshed 'Great Yarmouth Physical Activity' Framework'</li> </ul>	<ul style="list-style-type: none"> <li>• Improved health, wellbeing and increased physical activity by the Boroughs residents.</li> <li>• Increased visitor economy resilience.</li> <li>• Further regeneration of the seafront unlocked.</li> <li>• A thriving visitor economy with an extended season beyond the peak summer period.</li> </ul>
28. Restoration and commercial repurposing of the Winter Gardens.	Head of Inward Investment, GYBC  Plus:  Conservation, Design and Heritage Manager, GYBC/GYPT	<ul style="list-style-type: none"> <li>• Redevelopment of the Winter Gardens commenced.</li> <li>• Removal of the Winter Gardens from the Historic England Buildings At-Risk Register.</li> </ul>	Summer 2022	<ul style="list-style-type: none"> <li>• A preferred option for a commercial concession has been procured. Funding is being sought.</li> <li>• A revised £500K Business Rates Pool application was submitted to Norfolk County Council on 19 December 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Visual blight on the seafront arrested and a key piece of heritage preserved in the longer term.</li> <li>• Further regeneration of the seafront unlocked.</li> <li>• A thriving visitor economy with an extended season beyond the peak summer period.</li> <li>• Growth in the evening economy.</li> <li>• Expanded year-round tourism and cultural offer.</li> </ul>

Specific actions	Lead	Measurable(s)	Timescale	Progress to date	Specific outcome(s)
29. Integration of cultural/heritage provision into the Town Centre.	Cultural Lead, GYBC  Plus:  Conservation, Design and Heritage Manager, GYBC/GYPT	<ul style="list-style-type: none"> <li>• New indoor or outdoor heritage, arts and live music space provision within the Town Centre;</li> <li>• Ongoing delivery of the annual Out There Festival, Christmas Festival and other cultural events within the Town Centre;</li> <li>• New funding secured for cultural regeneration within the Town Centre;</li> <li>• Year-on-year increases in the number of individuals engaging with culture/heritage projects and artistic programmes over 2019 baselines;</li> <li>• Year-on-year increases in daytime Town Centre footfall over 2019 baseline;</li> <li>• Year-on-year increases in evening Town Centre footfall over 2019 baseline.</li> </ul>	January 2020 and ongoing	<ul style="list-style-type: none"> <li>• In Aug 2019, £1.1m was awarded to the £1.6m <i>Freshly Created</i> project by Arts Council England, with National Lottery funding. The project will increase engagement with people who are currently least likely to get involved as either audiences or creators.</li> <li>• Following feedback from the Cultural Board, a draft Tourism &amp; Culture Strategy is currently being revised with the final draft due for completion in early 2020.</li> <li>• Integration of outdoor performance, arts and culture space into the Town Centre included in the interventions in the Future High Streets Fund draft Full Business Case submitted to MHCLG in January 2020.</li> <li>• Integration of outdoor performance, arts and culture space into the Town Centre included in Stronger Towns readiness checklist submitted to MHCLG in January 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• The creation and sustaining of a vibrant Town Centre for all residents and visitors.</li> <li>• Great Yarmouth Town Centre established as important community hub and place where people choose to live as well as work, shop and undertake leisure activities.</li> <li>• A thriving visitor economy with an extended season beyond the peak summer period.</li> <li>• Enhanced cultural place-making, improving graduate and skilled-worker retention, increased presence of creative industries and creating new visitor markets.</li> <li>• Growth in the evening economy.</li> </ul>





# ECONOMIC STRATEGY 2020-2025

A STRONG AND GROWING ECONOMY

**DRAFT ONLY**



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1. Introduction

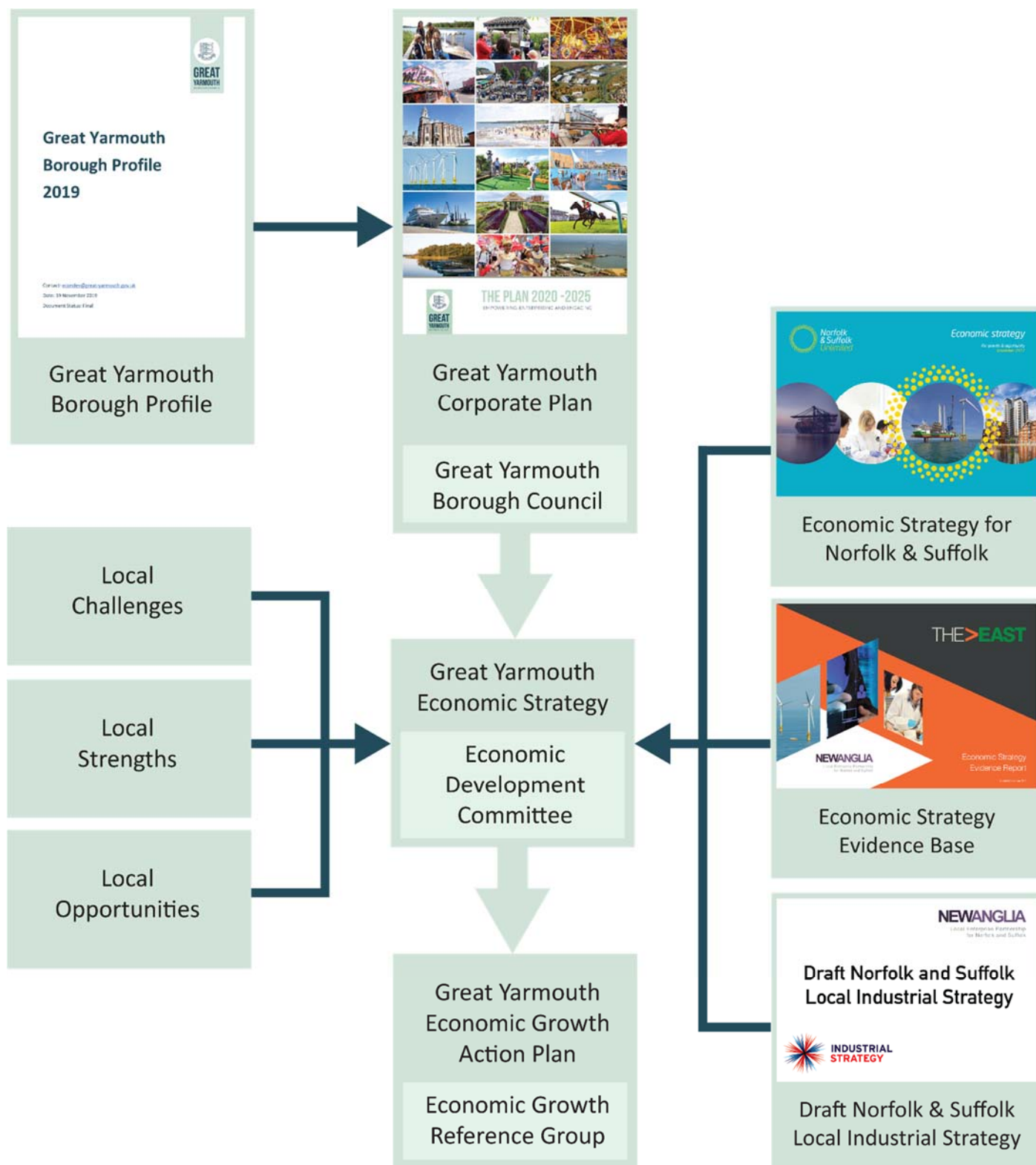
**PLACEMAKER**

INTRODUCTION BY CLLR GRAHAM PLANT TO BE COMPLETED

Cllr Graham Plant, Chairman of the Economic Development Committee

## 2. The Strategy

This **Economic Growth Strategy** has been developed through a review of existing documents, policies and commissioned studies as well as consultations with local stakeholders. It draws directly upon the Great Yarmouth **Corporate Plan**, as illustrated in the diagram, below.



The Strategy is to lead a placemaking agenda that changes how Great Yarmouth is perceived and understood by residents, visitors, existing and new businesses, investors and workforces.

Its leadership resides with the Economic Development Committee and is realised through delivery of the **Economic Growth Action Plan**. Its implementation is reported to and monitored by the **Economic Reference Group**, whose membership comprises delivery partners and stakeholders.

The five-year **Corporate Plan** is set in the context of a longer-term vision for our borough. Our vision is to have a vibrant economy, capitalising on the investment in clean energy alongside further investment in our place and our visitor economy, creating a quality environment for all and improving the life chances of all those living and working in our borough.

We will achieve this by driving and facilitating change in four **Strategic Priority Areas**:

1. A strong and growing economy
2. Improved housing and strong communities
3. High-quality and sustainable environment
4. An efficient and effective council

The **Economic Growth Strategy** picks up on the first of these, a *strong and growing economy*, integrating other relevant strategies and evidence, such as the **Draft Local Industrial Strategy** and the **Economic Strategy for Norfolk and Suffolk**.

It is complementary to – but doesn't seek to replicate – other internal policies, plans and masterplans from services where they interact with economic growth – for example, Property and Tourism.

By 2025, we will focus on achieving the **Outcomes** and **Strategic Priorities** set out in the **Corporate Plan** and summarised in *Section 5*.

### 3. Economic Context

*The nature of the local economy continues to change and we will be playing an active role in creating the right conditions for local businesses to thrive. The Borough's offshore energy industries will continue to grow and greater numbers of local people will benefit from a vibrant local job market with young people aspiring to access quality jobs.*

*The tourism industry will also continue to evolve, creating a year-round visitor economy which generates better-paid jobs in the hospitality sector and contributing to a quality environment. Our culture and heritage offer will be strong and unique, with enhancements made to signage, streetscapes and the setting of key buildings and locations.*

Great Yarmouth is well-placed to adapt and flourish, thanks to a unique mix of assets and opportunities. These provide a solid platform for placemaking, in addition to tackling the complex challenges that we share with other coastal resorts – including depressed wages, high unemployment, seasonality and skills challenges.

The Borough of Great Yarmouth is a diverse coastal area, comprising rural and urban areas – the two centres of Great Yarmouth and Gorleston – surrounded by a rural hinterland of small villages on the edge of the Norfolk Broads.

It has 45,490 homes and the lowest overall population of all the Norfolk districts, although this has been steadily increasing since 2001. A quarter of our population resides within Great Yarmouth town centre, which is a significant centre of economic activity and employment.

The local population is skewed towards older individuals, affecting the supply of economically-active individuals to the local economy, and is characterised by low migration levels; whilst people are not moving to Great Yarmouth, established residents are not moving away, either.

We are at the centre of the world's largest market for offshore wind, with massive, ongoing growth potential. As England's offshore energy capital, centred around the port and top-performing Enterprise Zone, our borough is at the forefront of £39bn of energy investment over the next 20 years, including the burgeoning area of offshore wind.

We are working with partners to maximise and capture these significant opportunities to benefit local communities and improve life chances for all. We will also look to lead by example through our work on tackling carbon reduction and the challenges associated with climate change.

Traditional tourism remains a bedrock of the economy. Great Yarmouth is Norfolk's top seaside destination, with a growing visitor economy worth £645m annually. Great Yarmouth's cultural appeal as a holiday destination – where visitors place more emphasis on the experiential rather than on specific attractions – remains strong. To continue to grow, we are working collaboratively to harness our rich cultural heritage.

Our physical connectivity is defined and constrained by our coastal location. Whilst the road network is a constraint to growth, the Borough and its port are within four hours' journey time from other major centres of population, including the Midlands, London and the Home Counties.

The town centres are another area of focus. Working with stakeholders and partners, we are delivering an exciting Town Centre Masterplan to regenerate and unlock its potential a vibrant community hub and destination.

To drive these improvements, we also recognise the importance of fostering communities where people can access the help they need, are proud ambassadors of their borough and can live well in good quality housing and in clean neighbourhoods.

There are both opportunities and challenges. To succeed in the future, Great Yarmouth will increasingly need to guide its own destiny: to play to its strengths and to work collaboratively with key partners.

This Strategy sets out the challenges, opportunities, relevant **Outcomes** and **Strategic Priorities** from the **Corporate Plan** and – in conjunction with the accompanying **Economic Growth Action Plan** – provides a clear roadmap to achieving our ambitions.

## 5. The Action Plan

The **Economic Growth Strategy** addresses the *strong and growing economy* **Strategic Priority Area** of the **Corporate Plan** which has been developed alongside the challenges, opportunities and trends identified in the **Borough Profile**. This comprises four **Outcomes**:

<b>Outcome 1</b>	To have secured new inward investment in the Borough, creating a vibrant economy and matching local skills provision with future job and career opportunities
<b>Outcome 2</b>	To support Great Yarmouth and Gorleston town centres as important community hubs and places where people choose to live as well as work, shop and undertake leisure activities
<b>Outcome 3</b>	Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work
<b>Outcome 4</b>	A thriving visitor economy with an extended season beyond the peak summer period

Each of these **Outcomes** comprises a number of **Strategic Priorities**, as set out in *Sections 6-9*.

A separate **Economic Growth Action Plan** comprises the specific actions, lead parties, measures of success, timescales, progress and specific outcomes that will advance these **Strategic Priorities**.

Alignment with the **Norfolk & Suffolk Economic Strategy** and **Draft Local Industrial Strategy** and is also identified, along with those measures of success that contribute directly to the Council's Quarterly Performance Indicators.

Great Yarmouth Borough Council is not directly responsible for delivering each of the actions, but is responsible for convening a platform to bring together the various leads and strategic interests to monitor progress and capture successes – an **Economic Growth Reference Group** of stakeholders and delivery bodies will be convened to support its delivery. Progress will be reported to – and further direction taken from – the Economic Development Committee.

The **Economic Growth Action Plan** is a 'living document' that will be updated to address new challenges, opportunities and priorities, new delivery partnerships and changes in the operational landscape.

## 6. Outcome 1

*To have secured new inward investment in the Borough, creating a vibrant economy and matching local skills provision with future job and career opportunities*

The preceding Economic Strategy was built around the concept of *key sectors*, identified to be the primary source of new employment and growth in the Borough. These are: energy, engineering and advanced manufacturing; tourism and culture; port and logistics.

This Strategy assumes a broader approach that allows for cultural development and placemaking. 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.

In addition to the Council's inward investment role, its Enterprise GY scheme works in partnership with other business support organisations to provide free, confidential and impartial advice and support to stimulate and sustain local enterprise and promote entrepreneurialism as a pathway to economic inclusion.

The **Corporate Plan** lists 4 **Strategic Priorities**:

<b>Strategy Priority 1</b>	<b>To actively work with businesses to ensure that supply chain opportunities are maximised and Great Yarmouth has strengthened its status as a hub for expertise in clean energy and decommissioning</b>
	<p>The Borough's coast is at the centre of the world's largest market for offshore wind, with decades of further investment in the pipeline and ongoing demand for skilled workers and a globally competitive renewables supply chain operates from the Borough.</p> <p>By enhancing our offer and attractiveness to the market, investors, Government and established business, providing direct support and facilitation, we will seek to capitalise upon our proximity to established centres of energy production in the southern North Sea basin and consolidate our position as England's all-energy centre, a place where new businesses seek to establish themselves and where high-growth businesses with aspirations choose to be.</p>



**Strategy**  
**Priority 2**

**To attract new investment into the borough through the promotion of the port, expertise, and land availability with a focus on the opportunities in the offshore energy sector and nuclear sector**

The port of Great Yarmouth comprises a deep water outer harbour, along with commercial quays on both sides of the River Yare. The energy sector that it serves has an ever-increasing capacity to deliver and innovatively respond to growing demand for cleaner energy, potentially delivering high value growth and employment opportunities.

Currently, projects worth more than £5.5 billion are being at least part-delivered from the Borough. The East Anglia One project alone is expected to encompass a series of construction projects over the next 15+ years, with each project followed by over 20 years of operations and maintenance (O&M) activity.

Further exploitation of the Port and local industrial sites as engines of growth will enhance wider regeneration efforts and act as a catalyst for inward investment and a source of employment – if we can respond to the current skills gap reported by the sector.

**Strategy**  
**Priority 3**

**Extend Beacon Business Park and encourage growth in the South Denes Enterprise Zone to support new businesses establishing themselves as well as attracting existing businesses to expand**

Enterprise Zones are formally-designated areas for growth and inward investment and are a key component of the Economic Strategy for Norfolk and Suffolk. They offer businesses a range of incentives and reliefs, including fast-track planning. Our Enterprise Zones on South Denes and at Beacon Park were created in April 2012 to encourage offshore energy, port and logistics activity.

Beacon Park, in Gorleston, is an established cluster for energy sector businesses, comprising 25 acres of mixed office, industrial and leisure development accommodating a range of business units. It is one of the most successful Enterprise Zone projects in the UK, with a number of high-profile investments, including the iconic Proserv headquarters and there is an opportunity to extend it.

There is also an opportunity for significant enhancement and development of underutilised land and assets on South Denes to consolidate the Great Yarmouth energy cluster at an optimum strategic location close to the largest offshore renewables market in the world, enabling it to attract and accommodate major new inward investment.

Opportunities for new business conferencing and incubation facilities – flexible/shared spaces, workshops, and wrap-around business support for the energy sector – are being examined in order to accelerate the growth of the enveloping cluster, service the business tourism market and develop our out-of-season visitor economy.

**Strategy**  
**Priority 4**

**Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47**

£120m is being invested in a third river crossing over the River Yare to reduce congestion around Haven Bridge and Breydon Bridge and to open up key employment sites for investment. This will enhance wider regeneration efforts, economic growth and act as a catalyst for inward investment, connecting the strategic road network and the fast-growing energy-focussed Enterprise Zone and industrial centre on the South Denes peninsula.

East/west connectivity is also essential to open up opportunities for inward investment and growth – affecting the movement of goods, services and workforces into, out of and within the Borough and the Council is an active participant in the vocal *A47 Alliance* campaign, which seeks to secure dualling of A47.

The Council has a key ongoing advocacy role, mobilising and working closely with local stakeholders/lobbies, building the evidence base, supporting individual improvement measures and ensuring that the issue is reflected in applicable local, regional and national policies and strategies.

## 7. Outcome 2

*To support Great Yarmouth and Gorleston town centres as important community hubs and places where people choose to live as well as work, shop and undertake leisure activities*

The perception of place is a key consideration in attracting and retaining capital investment, skilled labour and new visitor markets to an area. Perceptions can also impact upon the existing business community.

We must respond directly to emerging cultural and technological challenges and opportunities, bringing together and working with all stakeholders to recalibrate and rebalance the town centres, accelerating, extending and amplifying established vision and workstreams in the Town Centre Masterplan in order to foster vibrant communities, mixing an improved residential offer, community spaces, leisure, culture, entertainment, foodservice, offices and sustainable local retail.

The **Corporate Plan** lists 4 **Strategic Priorities**:

### **Strategy Priority 1 To shape our town centres to make them places where people will choose to visit, shop, socialise and live**

Our town centres will need to evolve in order to meet the challenges facing retail and wider town centre viability. They are fragile due to the number and types of shops present and declining footfall. Current and projected retail over-supply – as reflected in commercial vacancy rates of around 20% – is partly a result of changing consumer habits and the relentless rise in online sales.

A longer-term process of rebalancing the development mix and re-centring retail frontages and refocusing pedestrian footfall is envisaged in order to foster vibrant, experiential high streets that looks beyond retail to encompass inclusive community hubs.

The adopted Great Yarmouth Town Centre Regeneration Framework and Masterplan (2017) provides a clear town centre vision and delivery framework, well-developed workstreams and significant community and stakeholder engagement. The new Future High Streets Fund and Stronger Towns Fund represent a significant opportunity to make truly transformative improvements.

In March 2019, Great Yarmouth was announced by RIBA as one of just five *ambitious, visionary, innovative and determined* Future Place exemplars, nationally. Tonkin Liu Architects have been working with the Council to examine how the Golden Mile connects physically and economically with the Town Centre and this work will be extended by new seafront masterplanning.

**Strategy Priority 2 To continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate redevelopment**

The strategic assembly of underutilised tracts of land will de-risk market investment to realise a vibrant mixed-use waterfront development at a key location close to the train station and Town Centre. An evidence base, strategic allocation for regeneration and Supplementary Planning Document are in place. Working Groups are well-established and the opportunity is being actively marketed.

**Strategy Priority 3 To transform The Conge as the key linkage between the railway station and town centre by delivering a mix of new residential and employment opportunities as well as improving the physical environment**

Areas adjacent to Great Yarmouth town centre, such as The Conge – which links the Market Place to the rail station – require land assembly and revenue funding to progress a major housing-led mixed-use scheme that would include higher-quality, more-aspirational stock to attract and retain human capital, whilst acknowledging that mixed tenure is at the heart of the sustainable communities agenda.

**Strategy Priority 4 To Convert greater numbers of planning permissions into developed out sites**

Local property agents report a limited range of housing stock, limited choice in terms of sale prices or rental values. A continuous supply of housing land is critical to meeting housing needs and ensuring the operation of the local housing market.

In many instances, planners are unable to safely refuse planning permissions on schemes without a 5-year land supply and are, therefore, less able to control the quality of new development. Total net completions fall short of the Core Strategy target of 1,500 dwellings and intervention is required to stimulate key projects.

## 8. Outcome 3

### *Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work*

Generally, local residents earn less and work longer hours than their counterparts elsewhere. We need to ensure that residents have the right opportunities to succeed, increasing the economic activity of the working age population by promoting enterprise, addressing barriers to employment and the needs of our key sectors.

Investing in skills and people is important. The Energy Sector Skills Plan for New Anglia, for example, has been developed by both the public sector and the energy industry. Employers must play a full and supporting role in, alongside local schools, colleges and skills providers.

There are a number of programmes involved, locally. *Neighbourhoods that Work* works collaboratively with voluntary sector organisations and local communities, whilst *Enterprise GY* actively supports established companies and helps residents start and grow their own businesses.

The **Corporate Plan** lists 2 **Strategic Priorities**:

**Strategy Priority 1 To work with colleges, schools and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships, encourage social mobility and ensure more local people can benefit from local job opportunities**

Education is a leading determinant of economic growth, employment, and earnings. It leads to higher individual incomes and is a necessary precursor for long-term economic growth and resilience. Local school-age attainment has historically lagged behind other areas and the provision and adaptation of certain key skills has been comparatively weak, opening up skill shortages in particular sectors and locations.

Skills, qualifications, aspirations and – possibly – a traditional reliance on certain forms of employment or specific industries are almost certainly a limiting factor in residents' wealth and employment opportunities.

If local people are to benefit from emerging growth opportunities, they need to be able to access the right jobs at the right level and in the right industries. Science, technology,

engineering and mathematics (STEM) skills are particularly important in accessing projected growth opportunities in the energy sector, with gross value-added (GVA) per job over three times that of the average job in Norfolk.

There is a role for the Council in ensuring that the needs of both residents and industries are met, including building stakeholder-led interventions that could provide pathways for residents to access high quality jobs in our growth industries.

**Strategy Priority 2    To explore opportunities with the higher education sector to have a greater presence and influence within Great Yarmouth**

Local educational attainment, in terms of the highest level of education achieved and the rate of growth in attainment, underperform against county, regional and national averages and we have seen only a negligible increase in residents achieving high-level qualifications.

Skills and qualifications are critical for growth and are one of the most important determinants of quality human capital in an economy. Although a large proportion of students stay in education or pursue employment, there is a need to improve the visibility of and access to pathways through education to qualifications and on to high-quality, more-permanent jobs.

The establishment of a local higher/further education and learning hub within the Borough would help our young people and those seeking to re-skill access local employment opportunities, particularly in our key sectors.

## 9. Outcome 4

### *A thriving visitor economy with an extended season beyond the peak summer period*

Traditional tourism remains a bedrock of the economy, with up to 30% of total employment in the borough reliant on the industry. We are also the third most important seaside resort in the UK and the second largest visitor economy in Norfolk, after Norwich.

In order to foster a more resilient, year-round visitor economy, we must create and/or attract new tourism markets to reflect and anticipate consumer trends, such out-of-season vacationing. We must also capitalise upon our strengths in heritage and culture in order to maximise our offer to both residents and visitors.

The **Corporate Plan** lists 2 **Strategic Priorities**:

#### **Strategy Priority 1 To strengthen our tourism and culture offer to provide greater year-round attractions and a more integrated visitor experience**

In order to reduce the seasonality of our visitor economy, we must sustain and evolve our offer to reflect consumer trends. By capitalising upon and extending the range of local attractions and culture, we can improve our local offer to visitors and current/future residents, attracting and retaining the human capital required to support and sustain growth of our other key sectors.

An ambitious cultural package consolidates and extends the 'season', which is considered absolutely intrinsic to offer to both residents and visitors. Major events and festivals – such as the *Out There Festival*, which regularly attracts audiences in excess of 60,000 – are curated in partnership with local champions. These include the nationally-renowned SeaChange Arts and a growing creative cluster, which may be driven by relocation from Norwich and other centres, attracted by Great Yarmouth's lower rental costs.

There are also opportunities to work in partnership with other council and stakeholders, though projects such as *EXPERIENCE* – focused on responding to increasing demand for *experiential tourism* to extend the visitor season, increase visitors and overnight stays



during the off-peak season – and *FACET*, which embeds circular economy principles in the tourism and leisure sector to reduce resource consumption and waste.

**Strategy Priority 2    To continue to develop our heritage offer through the promotion and development of our own assets across the borough**

We will work with arts and culture organisations and the wider community to interpret, capitalise upon and enhance local heritage and foster an improved 'sense of place' and transition to a less seasonally-sensitive visitor economy. We will build upon the success of projects like the Venetian Waterways and partnerships with organisations such as Access Community Trust and Great Yarmouth Preservation Trust.

The agglomeration of key, high quality attractions is also key to seafront vitality, regeneration and resilience and the wider area's ability to attract both visitors and the people needed to grow the local economy. The redevelopment of the Marina Centre site as a new, high-quality water and leisure visitor attraction and the restoration and commercial repurposing of the iconic Winter Gardens are two immediate priorities.