

Subject: **ECONOMIC DEVELOPMENT: PROGRESS UPDATE**

Report to: Economic Development Committee, 18 November 2019

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### **SUBJECT MATTER/RECOMMENDATIONS**

This Report provides an overview of current delivery of economic development against the aims and objectives within the Economic Growth Strategy (2017-2021) as well as against the activities detailed in the accompanying Economic Growth Action Plan and directly-related activities such as business outreach via EnterpriseGY.

Members are asked to:

- a) Receive and review Economic Development progress against delivery of the adopted Economic Growth Action Plan (see Annex A);
- b) Note the progress and achievements made within the EnterpriseGY service.

## **1 INTRODUCTION / BACKGROUND**

1.1 The Corporate Plan 2015-2020 prioritises the economy, with a particular emphasis on:

- growth;
- neighbourhoods;
- tourism, culture and heritage;
- the Town Centre and infrastructure.

These are reflected in the Economic Growth Strategy (2017-2021), with the strategy having a structured and joined-up approach.

1.2 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 visitor economy. There are also opportunities for the Borough in areas such as culture-led urban regeneration. There are challenges too. The Economic Development 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'*

- 1.3 The Strategy is realised through the implementation of an Economic Growth Action Plan. This Plan addresses each of the four aims within the Strategy as a series of component actions, each of which directly contributes to the aim and associated outcomes. The appended Economic Growth Action Plan Progress Report (Annex A) details the strategic aims and outcomes, the required action, lead, supporting delivery partner(s), measurables, timescale and provides members with an update on progress against the actions.

## **2 ECONOMIC DEVELOPMENT ACTION PLAN: PROGRESS**

- 2.1 The strategic aims (aligned to the Corporate Plan) are:

- **Strategic Aim:** a destination in which to invest, work, visit and live
- **Key Highlights / Progress:**
  - Major project progress, including the successful application to the Future High Street Fund, which could unlock up to £25m capital investment in the Town Centre;
  - Delivery of the Selective Licensing scheme, with the project now entering the monitoring phase;
  - Launch of the National Heritage Lottery Funded (NHLF) Venetian Waterways and Boating Lake project, which will continue to deliver events and activities for the duration of the funded project.
  - The Local Plan Part 2 is being progressed to provide detailed policies on the

distribution and type of development already agreed, providing greater clarity and confidence for developers.

- **Strategic Aim:** key sector development and sustainability

- **Key Highlights / Progress:**

- Launch of the Offshore Wind Sector Deal from the Borough in Autumn 2018 and East of England Energy Zone (EEEZ) promotion;
- An uplift in both the applications and successful applications to New Anglia LEP grant programmes:
  - In 2018/19, Great Yarmouth businesses accounted for 4% of applications to New Anglia LEP grant schemes (a total of £76,150 applied for). To date in 2019/20, Great Yarmouth businesses accounted for 8% of applications (a total of £107,500 applied for);
  - In 2018/19, Great Yarmouth businesses accounted for 3% of the total value of approved New Anglia LEP grants (£130,850). To date in 2019/20, Great Yarmouth businesses accounted for 11% (£107,500).
- A number of major projects have moved forward, contributing to the delivery of the Norfolk and Suffolk Economic Strategy. These include, but are not limited to, the Winter Gardens, Marina Centre redevelopment and South Denes and Energy Park developments.

- **Strategic Aim:** a prosperous physical environment and improved infrastructure

- **Key Highlights / Progress:**

- Overall, there is a year on year increase in jobs and year on year decrease in vacancy space at Beacon Park;
- A five-year £40m flood-defence scheme is being delivered by the Environment Agency, with £8.2m contributed by the LEP and £50K from GYBC;
- Great Yarmouth Third River Crossing is in the Development Consent Order phase with the Planning Inspectorate;
- Development of the Great Yarmouth Transport Strategy is well advanced;
- Future High Street Fund interventions are being developed;
- Abellio Greater Anglia has invested in new rolling stock;

- Investment in Great Yarmouth bus station, with wayfinding and highway projects.
- **Strategic Aim:** Developing communities, entrepreneurship and the workforce
- **Key Highlights / Progress:**
  - See section on EnterpriseGY, below.

### 3 ENTERPRISE GY PROGRESS – STRATEGIC AIM, “ENTREPRENEURSHIP”

- 3.1 EnterpriseGY existed for a number of years, providing start-up space and enterprise support from The Catalyst building on The Conge. Until 2018, the service was resourced with financial support from the Coastal Communities Fund. An overview of current delivery and context is provided in the following paragraphs.
- 3.1.1 The Borough has the lowest enterprise birth count in Norfolk and the lowest birth count as a percentage of overall businesses, indicating a less-vibrant enterprise start-up environment. Great Yarmouth also has the highest five-year enterprise mortality rates in Norfolk, indicating a need for ongoing intervention to both stimulate and sustain new businesses.
- 3.1.2 Any strategic refocusing of publicly-funded business support provision on enhanced gross value-added (GVA) and productivity outcomes – which favours high-growth or innovative enterprises – could disproportionately affect the Borough. Start-up support has a wider impact above and beyond gross value-added and productivity measures, providing pathways to economic inclusion and social mobility/empowerment for local residents.
- 3.1.3 On 16 September 2019, members of the Economic Development Committee reviewed the draft Local Industrial Strategy. As detailed within that report, New Anglia LEP have indicated that scale-ups, not start-ups, are going to be the focus of new business support delivered through the New Anglia Growth Hub. The LEP is in the process of identifying potential high-growth enterprises and is already refocusing its business advisors and finance/grant schemes on providing *catapult* programmes to transition these enterprises into high-growth businesses.

- 3.1.4 This does not address the specific needs of the Borough or take account of the profound social impact of enabling start-ups as a route to social/economic inclusion. As a result, this perspective was included in feedback submitted in response to the LEP's consultation on the Local Industrial Strategy (LIS).
- 3.1.5 Capacity within the Council to help foster a local start-up/growth culture independent of the LEP-administered Growth Hub could be important in the context of ongoing economic challenges and uncertainties.
- 3.1.6 To ensure optimum communication, and business engagement the established *EnterpriseGY* brand and Spirit of Enterprise Awards logo were brought together as a catch-all onward-facing identity on the basis that all the various business advice, economic development, enterprise-led regeneration and – to some extent – inward investment are effectively all 'enterprise' and all 'GY'.
- 3.1.7 Practical actions to consolidate, simplify and streamline the 'offer' to businesses, stakeholders and potential investors included:
- The existing EnterpriseGY website was brought in-house, simplified and re-branded;
  - Existing Pinterest, Facebook and LinkedIn Group channels were closed and the @SOEAwards Twitter account will redirect visitors to @enterpriseGY instead;
  - Content and communications are consolidated via the @enterpriseGY Twitter account across business advice, economic development and inward investment, with anyone in the team involved in 'enterprise' posting/retweeting regularly (e.g. EEEZ content, relevant GYBC/Chamber/FSB/New Anglia LEP content).
- 3.1.8 The main EnterpriseGY resource is the Business Advisor who provides a visible, responsive interface between the local business community and the Borough, responding to enquiries, providing relevant information, advice and support and signposting to other relevant expertise and sources of support.
- 3.1.9 EnterpriseGY is also able to undertake initial enterprise assessments, provide one-to-one business advice to aspiring entrepreneurs, start-ups and established enterprises in

support of local growth and job creation. It helps aspiring entrepreneurs, start-ups and established enterprises to develop strategies, business plans, policies and access third party finance, such as loans and grants.

3.1.10 More generally, EnterpriseGY champions and represents local enterprises and acting as a contact for business and investor inquiries, organises and delivers enterprise support events, workshops and networking opportunities, responding to local need and demand. No other district council in Norfolk or Suffolk is known to be providing frontline enterprise support and facilitation to augment the generic New Anglia Growth Hub service.

3.1.11 Since April 2019, EnterpriseGY has participated in 62 business events and another 10 have been arranged. A recent event schedule is reproduced, below.

TRAINING DATES	
10/10/2019	Coastal Connect Networking
10/10/2019	First steps to start up course
11/10/2019	First steps to start up course
06/11/2019	Business planning course
07/11/2019	First steps to start up course
08/11/2019	First steps to start up course
13/11/2019	Sales and marketing course
21/11/2019	Coastal Connect Networking
27/11/2019	Bookkeeping course

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**ENTERPRISE GY**

[www.enterprisegy.co.uk](http://www.enterprisegy.co.uk)

3.1.12 Business events and training are typically delivered in partnership with external parties, such as Nwes and Menta; its own modest resources are acknowledged and a core ambition is to leverage externally-funded programmes, grant schemes and training into the Borough – i.e. enabling the Borough to *punch above its weight* by maximising the visibility and accessibility of third party resources – and processes are in place with key individuals and organisations operating within the Borough to ensure seamless cross-referrals (e.g. the New Anglia Growth Hub).

- 3.1.13 In terms of assessing whether or not local enterprises are accessing an *equitable* share of those shared resources, a simple benchmark can be employed. The Office for National Statistics records 62,195 private sector enterprises in the New Anglia LEP area and 2,805 within the Borough – 5% of the total. If Great Yarmouth accounts for 5% or more of those outputs for the whole LEP area, then local enterprises are accessing an equitable or disproportionate share of those resources.
- 3.1.14 This is illustrated on Page 3 of the appended Economic Development Dashboard Report (Annex B); Great Yarmouth is benefiting disproportionately in a number of areas; in particular access to grant support for growth. Furthermore, its position has improved since the appointment of the Business Advisor in April 2019 and reinvigoration of EnterpriseGY as a vehicle for enterprise outreach. It is, however, underperforming in terms of engagement by pre-start individuals and more-established businesses.
- 3.1.15 The precise causal factors of this have not been determined – but these data would seem to support the proposition, as set out in Paragraph 3.1.1, that the Borough is a less-vibrant enterprise start-up environment than other districts. It also indicates a need for ongoing enterprise outreach via EnterpriseGY to a) maximise the visibility and accessibility of third-party business support provision, b) maintain appropriate cross-referral processes, and c) significantly augment Growth Hub provision by providing direct local enterprise support.
- 3.1.16 It should also be noted that whilst the output definitions and count criteria do not precisely align with those of EnterpriseGY, EnterpriseGY clearly adds significant extra capacity over and above that provided as a shared resource by New Anglia LEP – as outlined on Pages 1-2 of the appended Economic Development Dashboard Report (Annex B).
- 3.1.17 EnterpriseGY also adds direct value to other business-facing, inward investment-related activity – for example, representing the Borough's interest in the East of England Energy Zone partnership at the recent *Southern North Sea 2019* and *Offshore Energy 2019* trade events. It actively engages with programmes outside the Borough and is, for example, a Cambridge Norwich Tech Corridor Ambassador, providing an opportunity for

direct dialogue with influencers in the innovation field and innovation and R&D-focused enterprises.

3.1.18 The Business Advisor is also deployed directly on the new Council-led Offshore Wind Competitive Positioning Programme, a £300K LEP co-financed project, providing one-to-one and one-to-many support and assistance to enterprises within the extended offshore renewables supply chain. It is proposed that a Report on this project is presented to the next meeting of the Economic Development Committee.

3.1.19 EnterpriseGY has identified forty local business that reflect and represent key employers, sectors and size categories. These are all enterprises that are likely to be willing to engage constructively with the Council and there is an opportunity to bring around thirty together in appropriate and carefully-curated fora to provide a *sounding board* and enable open conversations about local economic development and growth.

3.1.20 Current or recent examples of added-value and partnership working to extend and amplify the reach of Borough's economic growth activity include:

- The 2020 Spirit of Enterprise Awards will be held in March 2020 and will – for the first time – share branding with EnterpriseGY. 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.
- EnterpriseGY is working in partnership with the Norfolk Chambers of Commerce to deliver monthly *Coastal.Connect* networking and business surgeries, bringing in professionals to provide upskilling in areas such as marketing and book-keeping and facilitating commercial partnerships to bid for new contracts. Local attendees comprise a range of local enterprises, from sole traders and micros up to major employers, such as 3Sun.
- EnterpriseGY is delivering joint events with Lovewell Blake and Larking Gowen to convene technical advice sessions (e.g. the new Domestic Reverse Charge VAT). These sessions have also included expert speakers from companies such as Aston Shaw, NatWest and the Growth Hub.
- EnterpriseGY is developing a new pilot with the Federation of Small Businesses (FSB) to deliver local networking events to bring smaller enterprises together to



compete for contracts.

- In 2020, EnterpriseGY will work with Price Bailey to run bimonthly business workshops focusing on relevant, topical financial topics at each.
- EnterpriseGY is hosting/facilitating Nwes and Menta business training (e.g. First Steps to Start-Up and three-day book-keeping courses), making introductions and facilitating reciprocated cross-referrals to the Growth Hub.
- EnterpriseGY is engaged with East Norfolk College to deliver First Steps to Start-Up training to young people that the College has identified as being interested in pursuing self-employment led industries (e.g. web developers). The training will encompass book-keeping, business planning, financial forecasting, marketing and legal requirements and will also facilitate links to employers where there are known opportunities for apprenticeships or project work.
- From November onwards, EnterpriseGY will be involved in offshore sector peer-to-peer knowledge transfer and bring-a-supplier/customer sessions, focussing on East of England Energy Zone-affiliated enterprises.
- EnterpriseGY is providing assistance to the Council's GoTrade project, leveraging third party online business training modules and assisting with the Great Yarmouth Young Trader Markets scheme, whereby local young people are assisted to develop enterprises and use the Market as a vehicle for test-trading.

3.1.21 EnterpriseGY operates a dashboard reporting system – the current version of which is appended to this Report (Annex B). Quantitative outputs are informed by, explicitly align with and contribute to the Council's Quarterly Performance Indicators.

3.1.22 EnterpriseGY is currently performing or overperforming against all its agreed KPIs. It has also taken a leading role in the current pipeline of smaller inward investment prospects, valued at around £1.6m – £125K of which has already been committed.

## **4 NEXT STEPS**

4.1 Members considered the draft Local Industrial Strategy (LIS) at the September Economic Development Committee meeting, with officers feeding back the recommendations made at that meeting. The LEP has now confirmed submission of the draft document to Government.

- 4.2 The LIS builds on and forms part of the delivery mechanism of the Norfolk and Suffolk Economic Strategy. The development of that strategy has helped focus attention on the key building blocks of the economy, understand the areas with greatest potential and identify interventions to unlock this potential.
- 4.3 In addition to the new LIS, the Council has been working on a new Corporate Plan to replace 'The Plan 2015-2020'. Once Council have reviewed and adopted this, a new Economic Growth Strategy will be drafted to reflect the new Plan, alongside an aligned new Economic Growth Action Plan.
- 4.4 That document (the Economic Growth Action Plan) will be directly informed by the Local Industrial Strategy and Norfolk & Suffolk Economic Strategy and integrate those actions that contribute directly to the Council's Quarterly Performance Indicators. It will comprise a logical framework of specific actions, lead parties, measures of success, timescales, progress and outcomes under each of the Strategic Aims of the new Corporate Plan that relate to economic development and growth.
- 4.5 These documents will be presented to the Economic Development Committee for consideration

## **5 FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications arising from this report directly. It should, however, be noted that the support provided by the Council to businesses, start ups, and via regeneration projects and initiatives positively impacts on the economic growth and wellbeing of the Borough.

## **6 RISK IMPLICATIONS**

- 6.1 None as a direct result of this report.

## **7 CONCLUSIONS**

- 7.1 This Report provides an overview of current delivery of economic development support through the Economic Growth Action Plan and directly-related activities such as enterprise outreach.

## **8 RECOMMENDATIONS**

Members are asked to:

- a) Receive and review Economic Development progress against delivery of the adopted Economic Growth Action Plan (see Annex A);
- b) Note the progress and achievements made within the EnterpriseGY service.

## **9 BACKGROUND PAPERS**

9.1 Economic Growth Action Plan Progress Report.

9.2 Economic Development Dashboard Report.

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

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	
Existing Council Policies:	Corporate Plan Economic Growth Strategy Economic Growth Action Plan
Financial Implications:	Addressed above
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

## Economic Growth Action Plan

**Strategic Aim:** A destination in which to invest, work, visit and live

**Strategic 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

Ref.	Action	Lead Delivery Partner	Secondary Delivery Partner	Key Measurables	Timescale	Progress against action
1.1	Effective year-round communication with businesses and potential investors	GYBC Economic Development Unit		"Invest GY" Twitter feed; more visits to webpages; timely HTML Newsletters	Autumn 2018	<p>A Communications Strategy is currently being developed by the Economic Development Officer in consultation with the Communications Press Manager.</p> <p>A internal review of economic development communications channels, names and brands proposed that the established EnterpriseGY brand and Spirit of Enterprise Awards logo should be adopted as a catch-all onward-facing identity to amplify impact and coherence. Practical actions to consolidate, simplify and streamline the 'offer' to businesses, stakeholders and potential investors include:</p> <ul style="list-style-type: none"> <li>• The existing EnterpriseGY website has been brought in-house, simplified and re-branded;</li> <li>• Existing Pinterest, Facebook and LinkedIn Group channels were closed and the @SOEAwards Twitter account will redirect visitors to @enterpriseGY instead;</li> <li>• Content and communications are consolidated via the @enterpriseGY Twitter account across business advice, economic development and inward investment, with all officers involved in 'enterprise' posting/retweeting regularly (e.g. EEEZ content, relevant GYBC/Chamber/FSB/New Anglia LEP content).</li> </ul>
1.2	To improve the management and facilities of the two markets and newly-paved Market Place. To create a better event space for an expanded programme of events.	GYBC Project Management Office; GYBC Property		Regenerated Market Place	Autumn 2019	Enhancement of the Market Place was one of the priorities within GYBC's successful Future High Streets Fund expression of interest, which will bring forward specific opportunities to enhance the physical structure and configuration of the Town Centre to drive footfall, to foster and support the conditions for lively, vibrant and inclusive confluence of enterprises, communities and social/cultural activity.
1.3	Licensing programme for private sector housing	GYBC Environmental Health		Implementation of a selective licensing programme for private sector housing	Summer 2019	The National Landlords Association supported the Council's Selective Licensing Designation Report (upon which it consulted between Jun and Aug 2018). The scheme came into effect on 7 Jan 2019 and runs for five years, with the aim of improving housing and social conditions for private sector tenants.
1.5	Delivery of the regeneration of the Waterways scheme	GYBC Property		Delivery of the Waterways scheme	Summer 2019	Capital regeneration of the Venetian Waterways and Boating Lake are complete and were formally opened in Aug 2019. Succession plans comprise lease-and-contract with Access Community Trust, who will run the café and manage/maintain the park on GYBC's behalf. An ongoing programme of

						community events is being delivered, including – most recently – a Halloween ‘Scaretacular’ on 26 Oct.
<b>1.6</b>	Transform the Conge with new mixed-use development lining both sides of the lower half of the street, with following phase connecting the Conge to the renewed Market Place.	GYBC Housing		Business Rates Pool application	Ongoing	The Conge Viability Assessment and The Conge Sales & 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.
<b>1.7</b>	Refurbish and regenerate buildings fronting onto Hall Quay for leisure-based uses, ensuring existing buildings are conserved and developed appropriately.	GYBC		Business Rates Pool application	Ongoing	Investor interest to date has been almost exclusively residential conversion. A Hall Quay Planning Brief has been adopted to stimulate further developer interest. Conservation officers have actively engaged with planning applicants to preserve heritage and the built environment. Public consultation on the Hall Quay public realm is complete and [CHECK IN PUBIC DOMAIN: around £1m of capital funding has been secured, with works due to commence from Jan 2020]. These enhancements should stimulate interest in investment in buildings on Hall Quay.
<b>1.8</b>	To develop an approach to wayfinding and public realm through the historic core of the town centre that can enable people to discover and experience its unique character and structure	GYBC	Highways	New wayfinding system installed	Mar/Apr 2019	The Wayfinding Project has been completed, funded through the Sustainable Transport funding administered by New Anglia LEP. This comprised finger posts, information megaliths, carpark windsail signage, public information heritage cases and Rows signage.
<b>1.9</b>	To develop an annual Christmas Festival and link with GoTrade	GYBC		As stated	Ongoing	A Christmas Market took place in 2018 and will take place again from 29 Nov 2019. GoTrade is a stakeholder in these and will also continue to explore opportunities to support the market and events; GoTrade supported the Out There Festival.

**Strategic Aim:** Key sector development and sustainability

**Strategic Outcomes:** 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

Ref.	Action	Lead Delivery Partner	Secondary Delivery Partner	Key Measurables	Timescale	Progress against action
<b>2.1</b>	Offshore Wind Sector Deal	New Anglia LEP; EEEGR	GYBC; NCC	Deal tailored to local industry's needs	Autumn 2018	The Offshore Wind Sector Deal (The Norfolk and Suffolk Offshore Wind Cluster) was formally launched on 7 Mar 2019.
<b>2.2</b>	Promote key sector opportunities at international trade fairs and conferences	East of England Energy Zone (EEEZ); GYBC; East of England Energy Group (EEEGR); NCC; East Suffolk Council, New Anglia LEP		Offshore Energy, Amsterdam, October 2018; Southern North Sea Conference, Spring 2019	Ongoing	GYBC officers represented the Borough's interest in the East of England Energy Zone partnership at the Southern North Sea 2019, Global Offshore Wind 2019 and Offshore Energy 2019 trade events with staff from EEEGR, NCC and New Anglia LEP. Enquiries and contacts are being followed up and appropriate referrals made.
<b>2.3</b>	Create a Centre of Excellence for shallow water decommissioning	EEEGR	New Anglia LEP; GYBC	Centre of Excellence established	Ongoing	EEEGR's Late Life and Decommissioning Special Interest Group (SIG) aspires to establish Great Yarmouth, Lowestoft and the surrounding area as the centre of excellence for decommissioning for the Southern North Sea. Representations have been made by the SIG to the Oil and Gas

						<p>Authority with the ultimate objective of emulating the Oil &amp; Gas Technology Centre in Scotland.</p> <p>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</p>
2.4	Increase in the number of Great Yarmouth businesses accessing available grants	New Anglia Growth Hub; GYBC EDU		Increase in applications from Great Yarmouth businesses as reported by New Anglia LEP	Spring 2019	<p>In 2018/19 Great Yarmouth businesses accounted for 4% of applications to New Anglia LEP grant schemes (a total of £76,150 applied for). To date in 2019/20, Great Yarmouth businesses accounted for 8% of applications (a total of £107,500 applied for).</p> <p>In 2018/19, Great Yarmouth businesses accounted for 3% of the total value of approved New Anglia LEP grants (£130,850). To date in 2019/20, Great Yarmouth businesses accounted for 11% (£107,500).</p>
2.5	Support delivery of the Norfolk and Suffolk Economic Strategy	GYBC; New Anglia LEP		A stated	Ongoing	A number of funding applications have been submitted to deliver key strategic priorities for the Borough, such as the restoration of the Winter Gardens, the redevelopment of the Marina Centre, supporting the growth of the offshore energy sector and enhancements to economy and resilience of the Town Centre. Each of these was specifically aligned to Norfolk and Suffolk Economic Strategy and drew upon the Strategy's Evidence Base. The next iteration of the Economic Growth Action Plan will also demonstrate explicit alignment with the Norfolk and Suffolk Economic Strategy.
2.6	Support development of the Local Industrial Strategy	GYBC Economic Development Unit; New Anglia LEP		Ensure relevance to Borough's needs	Ongoing	Officers attended the Local Industrial Strategy Summit on 10 Jun 2019. The Council's formal response to the draft Local Industrial Strategy consultation was submitted to New Anglia LEP on 25 Sep 2019. The next iteration of the Economic Growth Action Plan will also demonstrate explicit alignment with the new Local Industrial Strategy.
2.7	Gain financial support for cultural regeneration	GYBC; Cultural Board		Evidenced private sector support	Summer 2019	In Aug 2019, £1.1m was awarded to the £1.6m <i>Freshly Greated</i> project (a collaborative cultural partnership comprising Voluntary Norfolk, SeaChange Arts, Creative Collisions, Jays UK Ltd and GYBC) by Arts Council England. with National Lottery funding. The project will increase engagement with the arts among groups of people who are currently least likely to get involved as either audiences or creators.
2.8	Develop new Tourism & Cultural Strategy	GYBC; Greater Yarmouth Tourism and Business Investment Area		Adopted strategy in place	Spring 2019	On 16 Jul 2018, the Economic Development Committee resolved to develop a ten-year Tourism, Heritage & Cultural Strategy for Great Yarmouth in order to blend and showcase the many art-based performance specialisms and heritage assets. Following feedback from the Cultural Board, a draft Tourism & Culture Strategy is currently being revised with the final draft due for completion by the end of 2019.
2.9	Liaise with Peel Ports with regard to port development, promotion and land supply.	GYBC	New Anglia Local Enterprise Partnership	As stated	Ongoing	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.

						<p>The British Chamber and Port Oostende are both interested in forging links with Great Yarmouth with the objective of the re-establishment of direct maritime connectivity between Great Yarmouth and the Continent and enabling the respective logistics sectors to partner up to provide end-to-end cargo/freight solutions.</p> <p>Around 20 high-level delegates and other experts from the Ostend logistics/maritime cluster attended a joint trade event in Great Yarmouth on 14 October. It is known that several introductions made on the day have resulted in ongoing commercial contact/discussion, including further direct negotiation in respect of a re-established freight service between the Continent and Great Yarmouth.</p>
2.10	Develop the role of the Cultural Board	GYBC Cultural Lead	Cultural Board; New Anglia LEP; Chambers of Commerce, Arts Council; Norfolk Museum Service; Broads Authority; Town Centre Partnership; GYTABIA; ENJOY; SeaChange Arts; St. George's Theatre; Civic Society; GY Arts Festival	Cultural Action Plan	Spring 2019	It is intended that this Board will steer a strategic, collaborative approach to the delivery of arts, culture and heritage in Great Yarmouth. Once approved and established, it will oversee and embed the Strategy and monitor the associated outcomes.

**Strategic Aim:** Developing communities, entrepreneurship and the workforce

**Strategic Outcomes:** 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

Ref.	Action	Lead Delivery Partner	Secondary Delivery Partner	Key Measurables	Timescale	Progress against action
3.1	Assist 15 residents a year to start up a business	enterpriseGY	New Anglia Growth Hub	10 per annum	April 2019	In 2018/19, New Anglia Growth Hub assisted 7 local entrepreneurs to create new businesses and 2, to date, in 2019/20.
3.2	Develop a Skills Forum	GYBC		As stated	Summer 2019	In early 2019, a UEA intern was commissioned to characterise and analyse the skills gaps within Great Yarmouth, the structural barriers to securing local economic benefits and determining where there are opportunities for the Council enhance skills alignment with demand and residents' opportunities. This research is currently being reviewed and the next steps identified; these may include either the commissioning of additional research and/or convening of a Skills Forum, depending upon the recommendations arising from the review.



3.3	Provide support to local residents to access employment, address complex needs and drive community development to improve life chances for people living in the urban wards of Great Yarmouth	Neighbourhoods That Work		<p>200 residents supported to overcome personal challenges</p> <p>150 residents achieving sustainable employment</p> <p>100 local employers will report feeling more engaged with their local community</p>	Progress Reports as stated	Neighbourhoods That Work reports that a total of 285 residents have been supported to overcome personal challenges; 121 residents have achieved sustainable employment; 128 local employers report feeling more engaged with their local community.
3.4	Advise and support small business to grow, diversify and be sustainable	EnterpriseGY	New Anglia Growth Hub	10 per annum	Apr 2019	<p>Since Apr 2019, EnterpriseGY has provided some one-to-one technical support to 89 enterprises and one-to-many technical support to 96 individuals. It has made 87 separate referrals to other sources of specialist technical support.</p> <p>New Anglia Growth Hub provided at least three hours' information, diagnostics and brokerage to 27 local businesses in 2018/2019 and 9, to date, in 2019/20. New Anglia Growth Hub provided in-depth assistance (12+ hours' technical support) to 4 local businesses in 2018/19 and 3, to date, in 2019/20.</p>
3.5	Hold or support events to promote entrepreneurial skills	EnterpriseGY	New Anglia Growth Hub	3 per annum	Apr 2019	In 2018/19, New Anglia Growth assisted 7 entrepreneurs to be enterprise-ready and 10, to date, in 2019/20. EnterpriseGY has provided one-to-many technical support at 20 business workshops aimed at pre-starts or new businesses since Apr 2019.
3.6	To deliver a skills event within the region working collaboratively with a variety of organisations	EEEGR; Skills for Energy		As stated	Dec 2018	New Anglia LEP's Energy Sector Skills Plan was published in Mar 2018. EEEGR reports that the 2018 Skills for Energy event attracted more than 600 students, parents and teachers connecting with energy employers. Skills for Energy 2019 will take place on 27 Nov at the new Energy Skills Centre at East Coast College, Lowestoft.
3.7	Spirit of Enterprise Awards	GYBC	Private sector sponsors	Awards ceremony; competitive entries	Nov 2019	The 2020 Spirit of Enterprise Awards will be held in Mar 2020 and will – for the first time – share branding with EnterpriseGY. 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.

**Strategic Aim:** A prosperous physical environment and improved infrastructure

**Strategic 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

Ref.	Action	Lead Delivery Partner	Secondary Delivery Partner	Key Measurables	Timescale	Progress against action																												
4.1	Reinvest Enterprise Zone retained Business Rates to promote the growth of the zone and the energy sector	Enterprise Zone Working Group; GYBC Inward Investment; GYBC Property; Norfolk CC	New Anglia LEP	Decrease empty floor space (%) and increase the number of jobs in the Enterprise Zone	Quarterly report	<div>Enterprise Zone funds are supporting a number of initiatives, including the East of England Energy Zone marketing campaign and the Council-led Offshore Wind Competitive Positioning Programme. Its potential to support an extension to the Beacon Park facility and the development of an offshore Operations &amp; Maintenance campus on South Denes are currently being explored.</div> <div>Occupancy/vacancy rates for total developed floorspace at Beacon Park are tracked and reported by GBYC Property. There is an ongoing downward trend in vacancy rates, with a series of buildings recently occupied. Jobs on the Enterprise Zone sites are tracked and reported by New Anglia LEP:</div> <table><tr><td>Period</td><td>Mar 2018</td><td>Sep 2018</td><td>Sep 2019</td></tr><tr><td colspan="4">Vacancy rate for total developed floorspace</td></tr><tr><td>Beacon Park</td><td>18.6%</td><td>15.6%</td><td>7.5%</td></tr><tr><td colspan="4">Jobs on Enterprise Zone sites</td></tr><tr><td>Beacon Park</td><td>598</td><td>668</td><td>772</td></tr><tr><td>South Denes</td><td>234</td><td>236</td><td>226</td></tr><tr><td>Total</td><td>832</td><td>904</td><td>998</td></tr></table>	Period	Mar 2018	Sep 2018	Sep 2019	Vacancy rate for total developed floorspace				Beacon Park	18.6%	15.6%	7.5%	Jobs on Enterprise Zone sites				Beacon Park	598	668	772	South Denes	234	236	226	Total	832	904	998
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4.2	Working in partnership with NCC, NALEP, Highways England and others to secure planning permission and delivery of the Third River Crossing	GYBC; NCC; New Anglia LEP		Development consent order; consultation	Spring 2019	The Planning Inspectorate confirmed its formal acceptance of NCC's application for a Development Consent Order (DCO) in May 2019. A public consultation on the Third River Crossing was undertaken between 20 Aug 2018 and 9 Dec 2018. Construction of the new lifting bridge over the River Yare is due to begin in late 2020 and open to traffic by early 2023.																												
4.3	To regenerate an area to develop a business park specifically focussed on the energy sector within the South Denes area.	GYBC Property		Evidenced development; key project	Ongoing	The Great Yarmouth Energy Park is established. Further funding and development opportunities are actively explored by the partners on an ongoing basis. New branding to improve the Park’s identity/visibility is currently in development.																												
4.4	Working in partnership with A47 Alliance, NCC, NALEP, Highways England and others to encourage/lobby/bid for road	GYBC; NCC; NALEP	Chambers of Commerce	Evidenced lobbying	Ongoing	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. The current Highways England status is "scheme development paused pending review", with traffic modelling and appraisal																												

	infrastructure investment along the A47. To include Vauxhall, Gapton & Harfrey's roundabout schemes.					scheduled for 2020. A decision on wider A47 dualling (including the Acle Straight) isn't expected until later in 2019. In Sep 2019, Galliford Try was contracted to complete 1.5 miles of A47 dualling between Blofield and North Burlingham. Development of the Great Yarmouth Transport Strategy is well advanced, with further consultation taking place between Sep and Oct.
4.5	Improved flood defences	GYBC Property		To work with all agencies, neighbouring Local Authorities, Environment Agency, businesses and local communities to address coastal and river flooding and bidding for LEP funds.	Ongoing	A five-year £40m flood defence scheme is being delivered by the Environment Agency, with £8.2m contributed by the LEP and £50K from GYBC. It prioritises locations – in the first instance – by the risk of loss of life, focusing on Southtown & Cobholm.
4.6	Prepare a masterplan for the development of 10 hectare of new employment land at Beacon Park and work in partnership to deliver against this plan.	GYBC Planning & Growth		Masterplan issued	End of 2018	The Beacon Park Master Plan was published in Dec 2018. Opportunities and funding to develop this are being explored with partners at NCC and New Anglia LEP.
4.7	Support community rail partnership, influence rail strategy and delivery of key projects	GYBC Planning & Growth		Working in partnership with NCC, the LEP and others to encourage/lobby/bid for infrastructure investment on rail improvements.	Ongoing	Strategic Planning represents GYBC in respect of both the Wherry Lines Community Rail Partnership and Norfolk Rail Strategy. £700K station forecourt improvements were completed in Nov 2018 with Local Growth Fund support. Other improvements include Abellio's investment in new rolling stock and service improvements on the Norwich line.
4.8	Support the Better Broadband for Norfolk programme	Working in partnership with NCC, New Anglia LEP and others to encourage/ lobby/ bid for infrastructure investment.		Advertise the availability of the Gigabit Broadband Voucher Scheme (GVBS); working in partnership with NCC, the LEP and others to encourage/lobby/bid for infrastructure development	Ongoing	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. The full benefits will be realised WHEN nearby residents and (particularly) businesses exploit this opportunity. 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. The scheme is advertised via the Better Broadband For Norfolk website.

# Economic Development Dashboard Report, 07 November 2019

EnterpriseGY / Business Advisor, 2019-2020

## Outputs

This section provides a breakdown of agreed outputs against both the overall target ('Target', below) and the delivery profile - how many outputs should be achieved at this precise point in time ('KPI', below). Red indicates underperformance against the KPI and green indicates that delivery is meeting or exceeding the KPI. The percentages of the achieved outputs falling within the tourism and offshore energy sectors/supplychain and those within the adopted Great Yarmouth Town Centre boundary are also recorded.

	Target	KPI	Achieved	% Achieved	% Tourism	% Offshore	% T/Centre
Enterprises receiving one-to-one technical support	100	47	89	89%	4%	47%	16%
Enterprises receiving one-to-many technical support	120	57	96	80%	4%	7%	47%
Active enterprise referrals to specialist technical support	60	26	87	145%	5%	14%	48%
Supported enterprises applying for funding for growth/productivity	32	10	11	34%	9%	18%	9%
Value of funding support for growth/productivity applied for	£32,000	£10,933	£210,000	656%	5%	17%	12%
Borough representation at business events	60	26	62	103%	13%	26%	N/A

## Pipeline summary

	Number	% Tourism	% Offshore	% T/Centre
Total number of beneficiaries engaged	219	3%	47%	24%
Number of upcoming business events diarised	9	67%	78%	N/A

## Business event format breakdown

	Taken place	Diarised
Conference/symposium	10%	0%
Workshops/seminars	32%	22%
Networking event	48%	78%
Trade show	6%	0%
Awards/PR event	2%	0%
Other event	2%	0%

## Geographical summary

	Count	% Total
Total engagements	219	N/A
Of which within Borough	137	63%
Of which within Assisted Areas	127	93%

## Modal ward\*

CENTRAL AND NORTHGATE

## Modal source\*

DIRECT OUTREACH

## Summary position

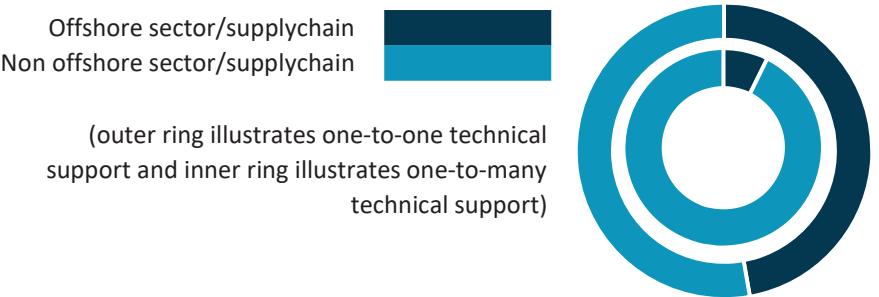
This project is currently performing or overperforming against all its KPIs

\* Modal = value that occurs most frequently in a given set of data

Breakdown of format of events taken place



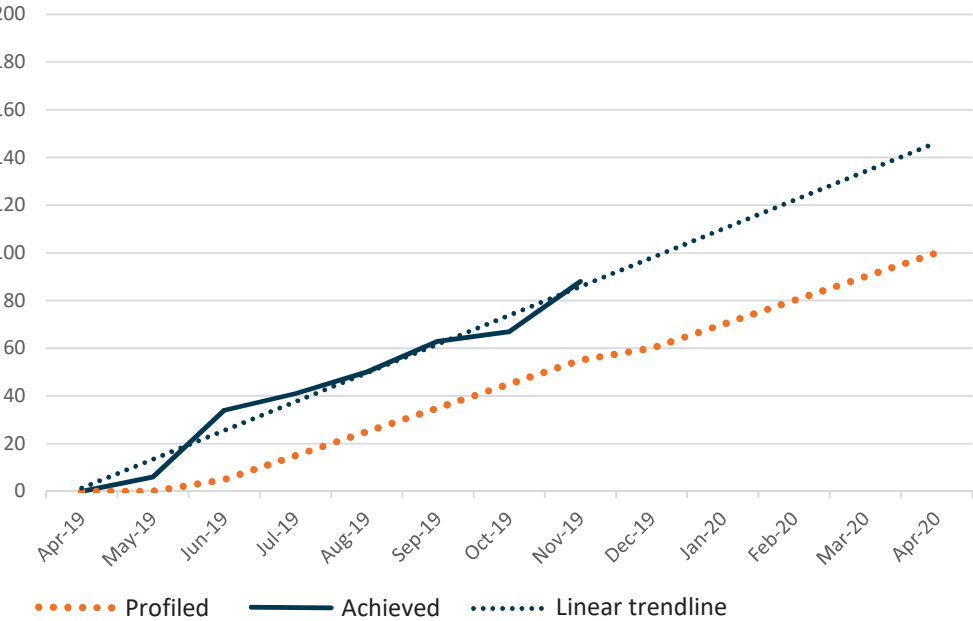
Breakdown of technical support to offshore sector/supplychain



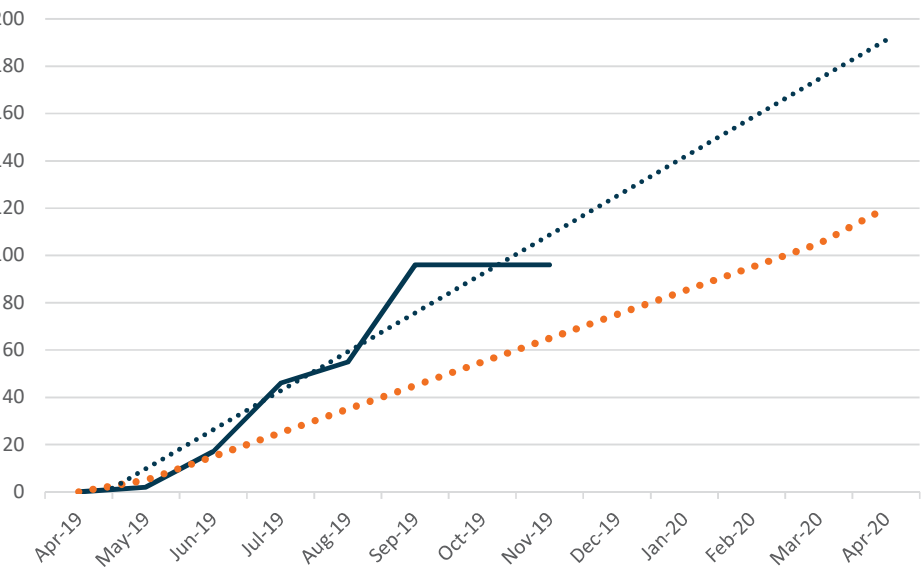
Snapshot of performance against the headline outputs

These charts provide a snapshot of current performance against the agreed delivery profiles for the headline targets and provide an overall indication of performance. The linear trendlines should demonstrate, at least, convergence with the contracted delivery profile by the end of the project. If they don't, underperformance is clearly indicated.

Enterprises receiving one-to-one technical support



Enterprises receiving one-to-many technical support



## New Anglia coordinated business support within Great Yarmouth

<b>New Anglia Growth Hub</b>
Number of businesses engaged
Number of businesses receiving IDB*
Number of businesses receiving in-depth assistance
<b>Nwes/Menta Start-Up Programme</b>
Number of entrepreneurs to be enterprise ready
Number of enterprises supported
Number of new businesses created
Number of FTE jobs created
Number of businesses receiving in-depth assistance
<b>Grants schemes</b>
Number of enquiries
Number of applications
Value of grant applications (£)
Value of private match of applications (£)
Number of approved grants
Value of approved grants (£)
Value of grants claimed (£)
Value of private match claimed (£)
Number of new FTE jobs created
Number of new to business products/services introduced

GY Total	GY %**	GY Total	GY %**
2018/2019		2019/2020	
36	4%	18	4%
27	3%	9	4%
4	2%	3	5%
2018/2019		2019/2020	
7	1%	10	4%
6	2%	3	2%
7	2%	2	1%
7.0	3%	2.0	1%
0	0%	1	5%
2018/2019		2019/2020	
13	6%	7	9%
6	4%	3	8%
£76,150	2%	£107,500	13%
£219,353	0%	£302,480	8%
7	5%	3	7%
£130,850	3%	£107,500	11%
£456,404	10%	£164,750	10%
£3,136,500	10%	£701,280	11%
25.0	8%	3.5	3%
1	3%	1	13%

\* IDB = three hours' information, diagnostics and brokerage (effectively triage)

\*\* ONS records 62,195 private sector enterprises in the New Anglia area and 2,805 (4.5%) within the Borough. As a working benchmark, any percentage of delivery of the overall New Anglia programme equal to - or exceeding - 4.5% represents equitable - or preferential - leverage of LEP resources into the Borough in comparison to the other districts.