



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# Economic Development Committee

**Date:** Tuesday, 11 April 2017  
**Time:** 17:30  
**Venue:** Supper Room  
**Address:** Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

## AGENDA

Open to Public and Press

### **1 APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

### **2 DECLARATIONS OF INTEREST**

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

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

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

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

Whenever you declare an interest you must say why the interest

arises, so that it can be included in the minutes.

**3      BUILDING OUR INDUSTRIAL STRATEGY - GREEN PAPER      3 - 16**  
**(January 2017)**

Report attached.

Please note : The full "Building our Industrial Strategy" document can be located at the foot of the CMIS page.

**4      GREAT YARMOUTH ECONOMIC GROWTH STRATEGY 2017-21      17 - 44**

Report attached.

**5      TOWN CENTRE MASTERPLAN**

To consider a presentation on the Town Centre Masterplan.

**6      EXCLUSION OF PUBLIC**

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

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."

Subject: Building our Industrial Strategy - Green Paper (January 2017)

Report to: EMT 23 March 2017  
Economic Development Committee 3 April 2017

Report by: Peter Wright, Economic Development Officer

#### **SUBJECT MATTER/RECOMMENDATIONS**

Members are asked to note the content of the Government's 'Industrial Strategy' Green Paper and consider a response to the consultation.

Members are asked to note the focus on energy, infrastructure and skills. Great Yarmouth is a growth area for the New Anglia Local Enterprise Partnership with energy, the port and Enterprise Zones at the forefront.

Members are recommended to encourage Government to produce a strategy that will drive growth in Great Yarmouth through key sector development, infrastructure provision and skills development.

#### **1. Introduction/Background**

The Government has published a Green Paper for consultation (deadline 17 April 2017) to aid the development of a long term industrial strategy to provide a policy framework against which major public and private sector investment decisions can be made with confidence. Councils are invited to work together with the Government to develop jointly plans to help every place meet its potential.

#### **2. Industrial Strategy (January 2017)**

- 2.1 The approach of the Government in this document is to create a stronger economy and a fairer society that works for everyone across the UK. This is a new strategy for the post BREXIT era.
- 2.2 The Green Paper sees the following major challenges: to build on the UK's strengths, close the productivity gaps and make the UK the most competitive place to grow a business.
- 2.3 The objective of the Industrial Strategy is to improve living standards and economic growth by increasing productivity and driving growth across the whole country. The nature of challenge is to address the disparities in economic performance in terms of wages and productivity compared both internationally and regionally. For example London's Gross Value Added per head is 72 % higher than the UK average. 61% of people in the UK live in places with an income 10% below the national average.

## 10 Pillars of the Industrial Strategy

- 2.4 This section of the report outlines the Government's 10 pillars, summarizing the issues identified that need to be addressed, outlining the Government response and adding a comment from a Great Yarmouth point of view.

### 2.5 A. Investing in science, research and innovation

**Issues:** The UK is not good at commercialization and does not spend as much as other countries. Spend is focused on Oxford/Cambridge/London (46% of Research Council/Higher Education Funding Council).

**Proposal:** New Research and Development investment planned with an Industrial Strategy Challenge Fund to support smart, clean digital and innovative technologies. Energy storage research institute planned.

**GY:** Renewables Catapult to encourage innovation is an initiative that is not yet happening in Great Yarmouth. Sector specific innovation funds and an Industry Challenge Fund are available.

### 2.6 B. Developing skills

**Issues:** The UK has some of the top universities but technical education has been relatively neglected. Too few people with technical qualifications and too many under performing schools.

**Proposal:** New system of technical education with simplified qualifications and easier access. Consulting on how to boost Science, Technology, Engineering and Maths skills at all levels, transition year at 16 to reduce drop out rates and more help for re-training and lifelong learning. Announcements made in the Spring Budget 2017.

**GY:** College merger should put East Coast College in a good place to react to the new opportunities. The proposed Energy Skills Centre will be an important part of that.

### 2.7 C. Up-grading infrastructure

**Issues:** Transport infrastructure lagging behind in G7 Countries. Partly due to a lack of long term planning and the alignment of planning for industry and housing.

**Proposal:** National Productivity Investment Fund £23bn from 2017-22 for transport, fibre broadband and 5g mobile. New Infrastructure Commission and Projects Authority. Decisions made on Hinkley Point C, Heathrow and HS2. Housing Infrastructure Fund £2.3bn and £1.7bn Accelerated Construction programme.



**GY:** Sizewell C is more likely after Hinkley approval. Major infrastructure bids submitted for Great Yarmouth's Third River Crossing and tidal defences are utilizing separate funding streams. Also, proposals from Highways England for A47 improvements are funded by the Regional Investment Strategy.

## 2.8 **D. Supporting business to start up and grow**

**Issues:** World leading finance centre and ranked 3rd for start-ups, but fewer companies scale up successfully. The UK invests 2-3 % less GDP in fixed capital.

**Proposal:** The Patient Capital Review into the barriers to long term investment will identify the most effective ways to improve the availability of patient capital for growing businesses. Views on how to address the factors constraining quoted companies and fund managers from making longer-term investment decisions. To work with the British Business Bank and the Scale Up Institute to help to address the relative weakness of venture capital funding and entrepreneurship networks outside the South East.

**GY:** A national programme of start up support and growth acceleration is needed. Initiatives to help businesses to diversify from an over reliance on one sector would be helpful i.e. oil and gas downturn.

## 2.9 **E. Improving procurement**

**Issues:** Government spend represents the equivalent of 14% of GDP which could be used strategically to encourage competition, innovation.

**Proposal:** The Government has launched an independent review of how strategic procurement can be used to support businesses developing innovative new products and services. The Government is rolling out the "balanced scorecard", across all major construction, infrastructure and capital investment projects over £10 million, including the National Infrastructure and Construction Pipeline<sup>24</sup>. The scorecard will ensure the impact of procurement on the growth of small business and UK supply chains, skills and apprenticeships is taken into account when considering the value for money of different bids.

**GY:** The 'UK content' approach adopted in the 'contracts for difference' for offshore wind subsidy should be used more widely in public sector contracts, along with stipulating training and development requirements.

## 2.10 **F. Encouraging trade and inward investment**

**Issue:** The UK is number 1 for foreign direct investment, but not enough companies export.

**Proposal:** The new Department for International Trade established, increased export finance and new consortia approach for major overseas contracts. More work to develop local area and key sector promotion.

**GY:** Centre for Offshore Renewable Engineering status for Great Yarmouth/Lowestoft has diminished in importance in terms of renewables. Danish Government acts to guarantee wind developments in home waters. Government could help with bonds to assist collaborative bidding in oil and gas /wind projects. GYBC/NCC are taking local companies with them to offshore wind exhibitions to promote trade and investment.

## 2.11 **G. Delivering affordable energy and clean growth**

**Issues:** Keep down energy costs, co-ordinate changes to energy infrastructure and secure the benefits of the transition to a low carbon and resource efficient economy.

**Proposal:** The Government will set out a long-term roadmap in 2017 to minimise business energy costs, having reviewed the cost of achieving the decarbonisation goals in the power and industrial sectors. The review will cover how best to support greater energy efficiency, the scope to use existing instruments to support further reductions in the cost of offshore wind once current commitments have been delivered, and how Government can best work with the regulator Ofgem to ensure markets and networks operate as efficiently as possible in a low-carbon system. The Government will also review the opportunities for growth from the energy sector and the opportunities for the UK e.g. the use of new grid technologies for electric vehicles. To ensure that new energy technologies are developed here and the UK benefits from global investment in this area the Government has doubled support for energy innovation, and are already investing over £600 million.

**GY:** To ensure the continued reduction in costs, the offshore wind sector needs certainty over the future funding regime from Government. Further Contract For Difference rounds should be instituted to ensure industrial scale development.

## 2.12 **H. Cultivating world leading sectors**

**Issue:** Open door challenge to businesses for sector deals to redress regulation, innovation, export etc.

**Proposal:** Invite private sector proposals to address sectoral productivity.

**GY:** Oil and gas could be the subject of a sector deal especially in regard to the plan for the Southern North Sea (SNS) which is being prepared. This could develop regional ideas for late life development, decommissioning, pipeline re-use and diversification together with the necessary supply chains of local companies. Both tourism and offshore wind could also benefit from

collaborative approaches through sector deals.

### 2.13 **I. Driving growth across the whole country**

**Issue:** Economic imbalances between different parts of Britain are larger than our competitors, with incomes and living standards lagging behind in too many parts of the country. These disparities hold back the country's growth and limit opportunities for too many people.

**Proposal:** Decentralized governance in terms of the Housing Infrastructure Fund and local road/transport funding £1.1bn. Major infrastructure up-grades Midlands Rail Hub/Northern Powerhouse Rail. New approaches to address skills disparities at a local level will be tested. New funding for localised support for key sectors in terms of research, innovation and commercialisation.

**GY:** Lyons Review in the past offered the prospect of re-location of central government jobs. Diversification in industrial sectors would help address over reliance and raise productivity. Education Action Zone designation in the past to address long standing educational performance.

### 2.14 **J. Creating the right institutions to bring together sectors and places.**

**Issue:** Build on or create the right institutions to support development over the long term.

**Proposal:** Develop local area clusters and the necessary institutions. Support supply chain development and inward investment. Consider re-location of public agencies. Creation of new educational institutions. Local Government freedoms.

**GY:** We have the right institutions e.g. Local Enterprise Partnership, Chamber of Commerce and trade associations such as East of England Energy Group and the Greater Yarmouth Tourism and Business Improvement Area.

The Lyons Review considered the re-location of Government offices to balance economies.

## 3. **Views of other organisations**

3.1 Both the Norfolk County Council and the New Anglia Local Enterprise Partnership are considering the Green Paper at their next meetings in March 2017.

### 3.2 **Norfolk County Council**

3.3 The County Council have framed their discussions of the Industrial Strategy

to focus on the 3 sectors which both Norfolk CC and the New Anglia LEP believe have a genuine competitive advantage and can contribute to the national growth i.e. Energy, the BIO Economy and ICT/Digital Creative. In showcasing these sectors Norfolk CC believes that it can highlight the skills, business support and infrastructure requirements needed to sustain and grow these sectors locally. The aim is to maintain a high level response targeted to have impact.

3.4 Norfolk CC have held workshops with key stakeholders to gain early feedback and the following key issues have emerged:

- The development of leadership skills
- Connectivity
- Profile raising
- Research and investment approach

3.5 The Norfolk CC report describes the 3 key sectors in more detail starting with Energy. This section describes the energy offer in the region, the importance of Great Yarmouth, the need for investment in the Great Yarmouth Third River Crossing and the Acle Straight, the importance of the port and the need to address skills issues. In this regard the report mentions the East Coast College's proposed Energy Skills Centre and the idea for an innovation centre in the Enterprise Zone.

### 3.6 **New Anglia Local Enterprise Partnership**

3.7 Again, the New Anglia LEP focuses on a high level narrative outlining the strong messages that they would like to see in the Strategy. There will be an evidence based submission that demonstrates Norfolk and Suffolk's economic assets, ambition and opportunity. The New Anglia LEP are working with Local Authorities, businesses, stakeholders, education providers and business organisations to reach a collective position.

3.8 The framework for the New Anglia LEP's response will be as follows:

#### ***Place***

- A strong narrative on the importance of place in ensuring we build the right skills, infrastructure, business support needed for inclusive growth
- Focus on our world-leading sectors (Agri-tech, Energy and ICT) with thought given to potential sector deals
- Clear and shared understanding of future growth opportunities and the collective and individual roles of private and public organisations in realising the potential

#### ***Scale***

- Identifying what could be scaled-up and what interventions are needed to do this and when

- Working across our key sectors to fully capitalise on opportunities for scaling up

### ***Interventions***

- Longer term decision-making
- Increased revenue and capital funding with local flexibility
- Place-based and evidence-based
- Invitation to pilot schemes in Norfolk and Suffolk

### ***Collaborations and Institutions***

- Better join-up/coherence in policy and funding
- Greater local autonomy – understanding place, how local economy contributes nationally, internationally and delivers inclusive growth
- Identifying areas for collaboration which will complement our strengths

## **4. Conclusions**

- 4.1 The Government is consulting on a wide range of issues pertinent to the future development of the UK economy. Norfolk CC and the New Anglia LEP have identified Energy as a key sector for the development of the regional economy. Taking the 10 pillars of the strategy there is something that can be done in each to help develop the local Great Yarmouth economy. However, the education and skills issues, the sector development plans, the certainty of the wind energy finance regime and continued infrastructure provision support need prioritising.

## **5. Recommendations**

- 5.1 Members are asked to note the focus on energy, infrastructure and skills. Great Yarmouth is a growth area for the New Anglia Local Enterprise Partnership with energy, the port and Enterprise Zones at the forefront.
- 5.2 Members are recommended to encourage Government to produce a strategy that will drive growth in Great Yarmouth through key sector development, infrastructure provision and skills development.

## **6. Background Papers**

HMG Building our Industrial Strategy, Green Paper January 2017

Norfolk County Council, Policy and Resources Committee (March 2017), Item 11 Industrial Strategy Green Paper

New Anglia LEP Board Paper (March 2017) Item 11

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

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	The Plan & Great Yarmouth Economic Growth Strategy
Financial Implications:	N/A
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

# The 10 pillars



Investing in science,  
research & innovation



Developing skills



Upgrading  
infrastructure



Supporting businesses  
to start and grow



Improving  
procurement



Encouraging trade  
& inward investment



Delivering  
affordable energy  
& clean growth



Cultivating  
world-leading sectors



Driving growth  
across the  
whole country



Creating the right  
institutions to bring together  
sectors & places

## **Great Yarmouth Borough Council's Response to the Green Paper: 'Building Our Industrial Strategy'**

**Industrial Strategy Team**

**Department for Business, Energy and Industrial Strategy**

**1 Victoria Street,**

**London SW1H 0ET**

**[industrial.strategy@beis.gov.uk](mailto:industrial.strategy@beis.gov.uk)**

### **1. Introduction and overview**

The Government launched a consultation on its Green Paper on a revised Industrial Strategy for the UK on 23 January 2017, with aims to 'build on our strengths and extend excellence into the future; close the gap between the UK's most productive companies, industries, places and people and the rest; and make the UK one of the most competitive places in the world to start or grow a business'.

The approach is based on 10 'pillars':

1. Investing in science, research and innovation
2. Developing skills
3. Updating infrastructure
4. Supporting businesses to start and grow
5. Improving procurement
6. Encouraging trade and inward investment
7. Delivering affordable energy and clean growth
8. Cultivating world-leading sectors
9. Driving growth across the country
10. Creating the right institutions to bring together sectors and places

The consultation comprises 38 questions. However, as the focus of the strategy is 'build on our strengths and extend excellence into the future', rather than simply answer them, the Council's proposed approach is to compare the 'pillars' of our own emerging Economic Growth Strategy 2017-2021 with those underpinning with the Industrial Strategy Green Paper.

By comparing aims, we will highlight how the skills and infrastructure requirements to deliver nationally significant growth from Government can help to reinforce our own priorities for growth. Great Yarmouth's vision in its own emerging Economic Growth Strategy 2017-2021 is contained within four broad aims:

1. A Destination In Which To Invest, Work, Visit and Live
2. Key Sector Development and Sustainability
3. Developing communities, entrepreneurship and the workforce
4. A Prosperous Physical Environment and Improved Infrastructure



## 2. Comparison with the emerging Great Yarmouth Economic Growth Strategy 2017-2021

The 'pillars' from the Green Paper are shown here in **green**.

The ten *pillars* proposed are a good fit for the themes identified in the Borough's Economic Growth Strategy. Furthermore, one of the ten pillars is explicitly a determination to work within local contexts across the country, recognising that different areas have different needs and strengths and avoiding a one-size-fits-all approach:

***Driving growth across the whole country** – we will create a framework to build on the particular strengths of different places and address factors that hold places back – whether it is investing in key infrastructure projects to encourage growth, increasing skill levels, or backing local innovation strengths.*

The other *pillars* show real resonance within the aims of the emerging local Economic Growth Strategy:

### **A Destination in Which to Invest, Work, Visit & Live** (Aim 1, Great Yarmouth Borough Economic Growth Strategy)

The Industrial Strategy Green Paper recognises the concept of places as distinct geographies with their own needs and strengths. Its mentioning of institutions echoes the local strategy which, for instance, envisages a greater role for the private sector in a new Cultural Board. The local Strategy also places great importance on inward investment, particularly in this instance on attracting the creative sector and graduates to the Borough.

***Encouraging trade and inward investment** – government policy can help boost productivity and growth across our economy, including by increasing competition and helping to bring new ways of doing things to the UK.*

***Creating the right institutions to bring together sectors and places** – we will consider the best structures to support people, industries and places. In some places and sectors there may be missing institutions which we could create, or existing ones we could strengthen, be they local civic or educational institutions, trade associations or financial networks*

### **Key Sector Development and Sustainability** (Aim 2, Great Yarmouth Borough Economic Growth Strategy)

The cultivation of existing strong sectors is reflected in both the Industrial Strategy and the Economic Growth Strategy, underlining the importance of growing existing sectors, which can scale up far more easily and build on their competitive advantage.

The Green Paper's commitment to clean growth is welcome, re-emphasising a commitment to low carbon energy that will include offshore wind energy. The intention to keep costs down means that wind farm operators must find ways to continue bringing the costs down.

***Supporting businesses to start and grow** – We must ensure that businesses across the UK can access the finance and management skills they need to grow; and we must create the right conditions for companies to invest for the long term.*

***Delivering affordable energy and clean growth** – we need to keep costs down for businesses, and secure the economic benefits of the transition to a low-carbon economy.*

***Improving procurement** – we must use strategic government procurement to drive innovation and enable the development of UK supply chains.*

***Investing in science, research and innovation** – we must become a more innovative economy and do more to commercialise our world leading science base to drive growth across the UK.*

***Cultivating world-leading sectors** – we must build on our areas of competitive advantage, and help new sectors to flourish, in many cases challenging existing institutions and incumbents.*

### **Developing communities, entrepreneurship & the workforce** (Aim 3, GYBC Economic Growth Strategy)

There is a great deal of overlap between the Industrial Strategy Green paper and the local Economic Growth Strategy. Both recognise the importance of Basic Skills and STEM (science, technology, engineering and maths) skills. At local level, this is represented by programmes such as Neighbourhoods That Work (Basic Skills) and Skills for Energy (STEM).

***Developing skills** – we must help people and businesses to thrive by ensuring everyone has the basic skills needed in a modern economy; building a new system of technical education to benefit the half of young people who do not go to university; boosting **STEM** (science, technology, engineering and maths) skills, digital skills and numeracy; and by raising skill levels in lagging areas.*

### **A Prosperous Physical Environment and Improved Infrastructure** (Aim 4, GYBC Economic Growth Strategy)

The two strategies have similar priorities on infrastructure. Flood defence, transport and digital infrastructure are all referenced in the local Economic Growth Strategy. At local level, the Borough Council also places emphasis on the built environment, such as the improvement of the Town Centre.

***Upgrading infrastructure** – we must upgrade our standards of performance on digital, energy, transport, water and flood defence infrastructure, and better align central government infrastructure investment with local growth priorities.*

### 3. Consultation Response

The following section groups the consultation questions under broad themes and provides a proposed response from the Great Yarmouth perspective.

#### 3.1 Research and development (Questions 5; 8; 9)

The Industrial Strategy's focus here is very much on academic research and commercialisation whereas innovation by companies to develop new products and processes is the key to sustainability and growth. This is particularly true for the oil and gas sector which is facing challenging times and attempting to reduce costs and /or diversify into offshore wind activity for example.

The Offshore Renewables Catapult is not established in the region and is something that could assist R and D in the local area.

#### 3.2 Skills (Questions 10; 13; 17)

Skills are a critical issue for the local economy which has challenges concerning an ageing engineering workforce and a relatively low skilled labour force whilst there are new opportunities associated with offshore wind including operations and maintenance.

The ability to link the skills needs of the industry to the skills provision by educational establishments is vitally important. The new focus on technical education is very welcome as many of the new local jobs in the offshore wind industry are of this nature.

The merger of the two local colleges in Great Yarmouth and Lowestoft will hopefully create the critical mass to attract the resources needed to deliver on this opportunity.

#### 3.3 Infrastructure (Questions 15; 16; 17)

The Tidal Defence Business Partnership being developed in Great Yarmouth is engaging the private sector in the provision of improved defences along the extent of the River Yare in direct support of business growth.

Highways England is funding improvements to the A47 through the Regional Investment Strategy at Gapton Hall and Vauxhall roundabouts as well as a right turn out of Great Yarmouth rail station onto Acle New Road.

Funds for the Great Yarmouth Third River Crossing are being sought through a strong business case being submitted to government.

#### 3.4 Business Growth (Questions 1; 22; 29; 30; 33)

A national programme of start up support and growth acceleration is needed. Initiatives to help businesses to diversify from an over reliance on one sector would be helpful i.e. oil and gas downturn.

#### 3.5 Public Procurement (Questions 23; 24)

The 'UK content' approach adopted in the 'contracts for difference' for offshore wind subsidy should be used more widely in public sector contracts, along with stipulating training and development requirements.

#### 3.6 Inward Investment (Question 26)

The Centre for Offshore Renewable Engineering status for Great Yarmouth/Lowestoft seems to have diminished in importance in terms of renewables. The Danish Government acts to guarantee wind developments in home waters.

The Government could help with bonds to assist collaborative bidding in oil and gas /wind projects.

Great Yarmouth and Norfolk CC are taking local companies with them to offshore wind exhibitions to promote trade and investment.

### **3.7 Energy (Questions 27; 28; 29; 30)**

To ensure the continued reduction in costs the offshore wind sector needs certainty over the future funding regime from Government. Further Contracts For Difference rounds should be instituted to ensure industrial scale development.

### **3.8 Key Sectors (Questions 1; 9; 13; 29)**

Oil and gas could be the subject of a sector deal especially in regard to the plan for the Southern North Sea (SNS) which is being prepared for the Oil and Gas Authority. This could develop regional ideas for late life field development, decommissioning, pipeline re-use and diversification together with the necessary supply chains of local companies.

Both Tourism and Offshore wind could also benefit from collaborative approaches through sector deals.

### **3.9 Local Growth (Question 9; 13; 16; 36; 38)**

The Lyons Review of Central Government jobs in the past offered the prospect of re-location of office based Government jobs to help balance employment in areas with unemployment.

Diversification in industrial sectors would help address over reliance and raise productivity. The encouragement of an offshore wind industry through industrial scale development would also help diversifying the local economy.

In the past an Education Action Zone initiative was used to address long standing educational under performance with targeted local resources.

### **3.10 Local players (Questions 3; 13; 36)**

We have the right institutions.eg New Anglia Local Enterprise Partnership, Chamber of Commerce and trade associations such as the East of England Energy Group (EEEGR) and the Greater Yarmouth Tourism and Business Improvement Area with a Cultural Board to be established.

## **4.0 Conclusion**

The ten pillars of the Industrial Strategy in the Green Paper are a good fit for the themes identified in the Borough's Economic Growth Strategy. Furthermore, one of the ten pillars is explicitly a determination to work within local contexts across the country, recognising that different areas have different needs and strengths and disavowing a one-size-fits-all approach.

The responses above to the consultation questions identify the particular local needs, challenges and opportunities which Government industrial policy should seek to address to deliver economic growth in Great Yarmouth.

Subject: Great Yarmouth Economic Growth Strategy 2017-21

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

Report by: Peter Wright, Economic Development Officer

## **SUBJECT MATTER**

The revised Great Yarmouth Economic Growth Strategy 2017-2021.

## **DECISIONS/RECOMMENDATIONS**

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

## **1 INTRODUCTION**

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

## **2 CONSULTATION**

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

Detailed responses were received from:

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

## **3 THE NEW STRATEGY**

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

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

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

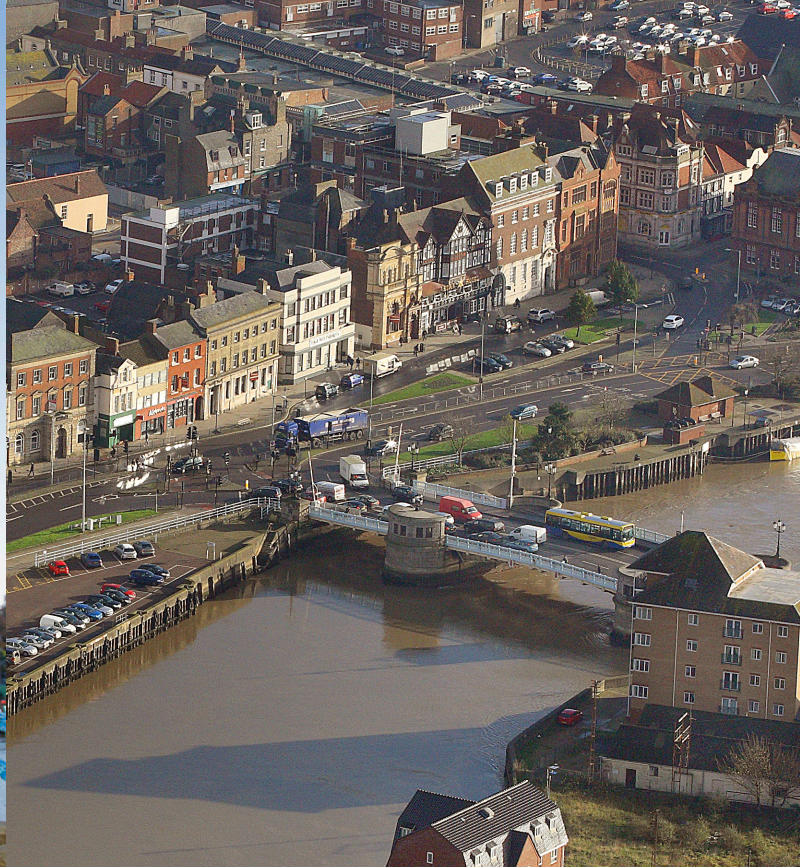
#### **4 DECISIONS/RECOMMENDATIONS**

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

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

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







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



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

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

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

Councillor Barry Coleman, Chair - Economic Development Committee

A handwritten signature in black ink, which appears to read 'Barry Coleman'.

# THE STRATEGY

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

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

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

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

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

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

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

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

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

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

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

# ECONOMIC CONTEXT

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

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

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

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









# 1

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

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

## THE FOUR MAIN OBJECTIVES ARE:

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

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

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

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

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

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





# 2

## KEY SECTOR DEVELOPMENT AND SUSTAINABILITY

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

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

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

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

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

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

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

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

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





## 3 DEVELOPING COMMUNITIES, ENTREPRENEURSHIP AND THE WORKFORCE

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

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

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

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

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

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

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





# 4

## A PROSPEROUS PHYSICAL ENVIRONMENT AND IMPROVED INFRASTRUCTURE

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

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

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

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

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

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

# 5

## ACTION PLAN

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

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

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



## Key Sector Development and Sustainability

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

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

Developing communities, entrepreneurship and the workforce

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

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

## A Prosperous Physical Environment and Improved Infrastructure

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

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





