



# Economic Development Committee

**Date:** Monday, 01 March 2021

**Time:** 17:30

**Venue:** Virtual

**Address:** [Venue Address]

## 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.

- |                                                                                                                   |                                                                             |                |
|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------|
| <b>3</b>                                                                                                          | <b><u>MINUTES</u></b>                                                       | <b>4 - 11</b>  |
| <p>To confirm the minutes of the meeting held on the 26 October 2020.</p>                                         |                                                                             |                |
| <b>4</b>                                                                                                          | <b><u>FORWARD PLAN</u></b>                                                  | <b>12 - 12</b> |
| <p>Report attached.</p>                                                                                           |                                                                             |                |
| <b>5</b>                                                                                                          | <b><u>EU EXIT</u></b>                                                       | <b>13 - 24</b> |
| <p>Report attached.</p> <p>There will be a presentation from the Local Enterprise Partnership at the meeting.</p> |                                                                             |                |
| <b>6</b>                                                                                                          | <b><u>ECONOMIC GROWTH DELIVERY AND RECOVERY UPDATE</u></b>                  | <b>25 - 51</b> |
| <p>Report attached.</p>                                                                                           |                                                                             |                |
| <b>7</b>                                                                                                          | <b><u>OFFSHORE WIND COMPETITIVENESS PROJECT - GENERATE BRAND UPDATE</u></b> | <b>52 - 57</b> |
| <p>Report attached.</p>                                                                                           |                                                                             |                |
| <b>8</b>                                                                                                          | <b><u>CULTURE, HERITAGE &amp; TOURISM STRATEGY AND DELIVERY PLAN</u></b>    | <b>58 - 77</b> |
| <p>Report attached.</p>                                                                                           |                                                                             |                |
| <b>9</b>                                                                                                          | <b><u>QUARTER 3 PERFORMANCE REPORT - ECONOMIC DEVELOPMENT</u></b>           | <b>78 - 83</b> |
| <p>Report attached.</p>                                                                                           |                                                                             |                |

**10    ANY OTHER BUSINESS**

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

**11    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."

**12    CONFIDENTIAL MINUTES**

Details

# Economic Development Committee

## Minutes

Monday, 26 October 2020 at 16:00

Councillor Plant (in the Chair); Councillors G Carpenter, Candon, Cordiner-Achenbach, P Hammond, Lawn, Mogford, Wainwright, B Walker, C M Walker & A Wright.

Councillor Bensly attended as a substitute for Councillor Freeman.

Mr J Newman (Town Centre Manager).

Ms K Watts (Strategic Director), Mrs L Barker (Strategic Director), Mr D Glason (Director of Planning & Growth), Mrs M Burdett (Head of Inward Investment) & Mrs S Wintle (Corporate Services Manager).

### **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Freeman & Myers.

## **2 DECLARATIONS OF INTEREST**

Councillor Cordiner-Achenbach declared a personal interest in item 7, Kickstart Programme. However, in accordance with the Council's Constitution, was allowed to both speak and vote on the matter.

## **3 MINUTES**

The minutes of the meeting held on 17 February 2020 were confirmed by assent.

## **4 FORWARD PLAN**

The Committee received and noted the Forward Plan.

## **5 GREAT YARMOUTH TOWN CENTRE PARTNERSHIP BID (TCP) - PROPOSED FOURTH BID TERM**

The Committee received and considered the report from the Strategic Director.

The Chairman welcomed Kate Watts, Strategic Director, back after her period of maternity leave.

The Strategic Director reported that the Town Centre Partnership Company (Great Yarmouth) Limited (TCP) was a public limited (not for profit) company set-up to manage and deliver activities, currently under a five-year term as a Business Improvement District (BID), on behalf of its 191 levy payers. Since its establishment in 2006, the BID company had undergone two renewals with a fourth term now in preparation.

The Strategic Director reported that supported by Great Yarmouth Borough Council, Norfolk Police and Norfolk County Council, the TCP was focussed on promoting the economic, social and environmental well-being of Great Yarmouth town centre. As high street's across the UK faced significant challenges with the closure of national chain stores and reducing footfall, it was more important than ever to have a thriving TCP to support the regeneration of the town centre and market place. This would support incoming and independent retailers as well as diversification and re-purposing of buildings to further investment opportunities.

The Strategic Director reported that under the BID Regulations, the BID proposer (TCP) was obliged to notify the Borough Council & Secretary of State at the commencement of a BID renewal process. The Council had received a letter detailing this, dated 25 September 2020. As the company was coming

to the end of its 5-year term, this report requested authority from the Council to commence the process of a BID renewal. The proposed ballot period for the second BID term would be from 19 February 2021 to 18 March 2021. The TCP was a key partner working with the Council to regenerate Great Yarmouth town centre to support the corporate priority of:

Economic Growth – ensuring the Borough of Great Yarmouth is well positioned to gain from the next generation of offshore energy developments and continue to build on creating the conditions for private and public investment, capturing growth and the benefits to local communities.

The Strategic Director reported that between now and the ballot, Council officers proposed to work with the TCP to support the development of both an Operating Agreement and Business Plan for the BID company which complimented the Council's corporate priorities and supported the business community within the geographic area of the town centre. The detail of the Business Plan and Operating Agreement would be presented to Full Council prior to the commencement of the ballot.

Councillor Wainwright asked for confirmation regarding how the BID income had been modelled going forward and where the additional £100k of funding came from to make up the total income figure of £211k as only 3117k had been raised via the BID. The Town Centre Manager explained the rationale behind the financial modelling forecast and other income streams available to the TCP.

The Town Centre manager reported that future funding would be a challenge and the BID was currently looking at what other business were located in the town centre but not currently contributing to the BID and current rateable values and thresholds.

Councillor Candon asked if the pandemic could pose a potential problem to the BID ballot process. The Town Centre Manager reported that the ballot was carried out by post, the only logistical issue was identifying the decision makers at Head Office who were currently not based there but were working from home.

RESOLVED:-

That the Committee:

(i) Note the work undertaken by the Town Centre Partnership Company (Great Yarmouth) Limited during the term of its current Business Plan.

(ii) Acknowledge receipt of a letter dated 25 September 2020, from the Town Centre Partnership Company (Great Yarmouth) Limited notifying the Council of its

intention to commence a renewal process in 2020/21 for the Business Improvement District (BID).

(iii) Acknowledge the request from Town Centre Partnership Company (Great Yarmouth) Limited to supply the necessary information it requires to develop the BID in accordance with the Regulations.

(iv) Authorise officers to work with the Town Centre Partnership Company (Great Yarmouth) Limited to support the development of TCP's Business Plan and as the relevant billing authority, and to agree an Operating Agreement.

(v) Request prior to the BID ballot, that the Town Centre Partnership Company (Great Yarmouth) Limited provides the Council, as the relevant billing authority, with the information listed under Regulation 4 Schedule 1 of The Business Improvement Districts (England) Regulations 2004.

## **6 ECONOMIC GROWTH ACTION PLAN - UPDATE REPORT**

The Committee received and considered the report from the Head of Inward Investment.

The Head of Inward Investment reported that this report presented to Officers and Members the progress made against the Economic Growth Action Plan since its approval by Members in February 2020. Since the last Economic Development Committee had been held, progress had been made in many areas, including significant progress on key strategic projects whilst responding at a business, community and organisational level to the COVID-19 pandemic.

The Head of Inward Investment reported that at the last Committee meeting, Members had approved the Economic Growth Strategy and Action Plan and agreed that it would be a living document. As such, the Economic Growth Action Plan had been refreshed and updated to show progress against the aims and the outcomes. The themes and the Corporate Plan strategic priorities have remained the same.

The Borough's economy had been significantly impacted by the COVID-19 crisis. Nevertheless, the Council had been able to both respond to the crisis (as evidenced by the 'Pathway to Recovery' paper presented to Policy and Resources Committee in June 2020), as well as moving forwards on major projects and programmes of work particularly in relation to the plans to

regenerate the Borough.

Councillor A Wright asked for clarification regarding the Council and Norfolk County Council's co-ordinated responses to the recent Freeports consultation and the exploration of Freeport opportunities. The Chairman reported that conversations were taking place at the Council, NCC and the LEP regarding Freeports.

RESOLVED:-

(i) That the Committee review and comment on the Economic Growth Action Plan progress update; and

(ii) That the Committee approve the request to move the reporting to Members to bi-annually.

## **7 KICKSTART PROGRAMME - OPTIONS REVIEW**

The Committee received and considered the report from the Head of Inward Investment.

The Head of Inward Investment reported that Kickstart was a core Government scheme to mitigate employment risk for young people. It was soft-launched on the 2nd September 2020 and was effectively live now. The Kickstart Scheme was a national government £2 billion scheme to create hundreds of thousands of high quality 6-month work placements for young people aged 16-24, who were claiming Universal Credit.

The Head of Inward Investment informed the Committee that there were two options for the Council:-

(i) Promote the scheme and direct to an already existing gateway partner. This would be the simplest route to take, particularly as the scheme was still new and it was difficult to fully ascertain what the issues and gaps might be. Discussions have already taken place with Norfolk Chamber of Commerce and East Coast College, who have both agreed to work in partnership if Members agreed this as the chosen option. The Chamber, in particular, had noted that the wrap around care for businesses and placements was considerable and had fully developed systems to support this process already in place. This was the recommended option.

(ii) To sign up as a gateway as a Council. The Council could seek to promote the scheme and attempt to bring together a cohort of 30+ places and should this be possible, the Council could seek to apply as an intermediary. This was certainly viable, and whilst there were potential resource constraints, the £9000 minimum, would go some way to assist with the costs to administer the scheme, support the placement wrap around care required and set up the oversight and application systems. Should the Council not be able to find 30



places, officers could direct the businesses to another local intermediary, such as East Coast College or Norfolk Chamber of Commerce, though previous work in setting up the scheme in this circumstance would be negative and as such, this was not the preferred option.

The Chairman reported that he felt the recommendation for the Council to limit itself to working with the Chamber of Commerce was too restrictive and that the recommendation should be expanded to include Norfolk County Council and East Coast College.

Councillor Wainwright reported that he had asked for this report to come before the Committee. However, he felt that it would be better if the Council acted as a gateway in its own right and follow the example set by South Norfolk and Broadland Councils. The Council had the staff, the Business Advisors, in house to operate this scheme and had a good track record in delivering similar initiatives. He proposed that the Council should act as a gateway. This motion was seconded by Councillor C M Walker.

The Chairman referred to the agenda report and highlighted the risks involved if the Council opted to become a gateway. Councillor Wainwright responded that there were risks to many initiatives to which the Council signed up to.

Councillor A Wright reported that he supported the views of Councillor Wainwright and hoped that this initiative would not be a repeat of the Youth Opportunities Programme which had just been a source of cheap labour for employers.

Councillor Cordiner-Achenbach reported that she had looked very carefully at this scheme and that this could allow the Council to be funded to provide the gateway referral service as opposed to referring business to other gateway providers with no financial recourse for the work undertaken. This would show the young people of the Borough, those aged 16 to 24 years, that they were valued.

Councillor Hammond suggested that the Council could email local businesses to gauge their interest in the scheme. The Chairman reported that there were 4,680 businesses in the Borough and this would be a major undertaking. The Head of Inward Investment reported that this initiative would be largely promoted via social media. The Strategic Director reported that GDPR would prevent the Council from using spam email practices and that option 1 was preferred as the Council was still suffering from stretched resources due to Covid19 and was trying to manage its resources as best as it could to meet the needs of its residents.

Councillor Candon agreed that this initiative would require a lot of officer time and effort during this difficult time and would be an additional strain on officers and a risk to the Council. The Chairman concurred the Council might have the ability but did we have the capacity to act as a gateway for this scheme.

Councillor B Walker asked that Councillor Wainwright's motion which had

been seconded, be voted on, that the Council act as a gateway in its own right. However, following a vote, this motion fell.

The Chairman proposed that the recommendation be amended to include that delegation be given to officers to administrate the scheme and that Option 1 include Norfolk County Council and East Coast College as well as the Chamber of Commerce. This proposal was seconded by Councillor P Hammond.

RESOLVED:-

(i) That the Committee review and comment on the Kickstart scheme with a view to recommending recommend Option 1, to work with the intermediary gateway bodies of Norfolk County Council, Chamber of Commerce and East Coast College to promote the scheme across the Borough.

(ii) That the Committee delegate responsibility to officers the ability to administer the scheme.

## **8 ANY OTHER BUSINESS**

The Chairman reported that there was no other business being of sufficient urgency to warrant consideration.

## **9 EXCLUSION OF PUBLIC**

RESOLVED:-

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.

## **10 CONFIDENTIAL - GREAT YARMOUTH OPERATIONS AND MAINTENANCE REPORT**

(Confidential Minute on this Item)

## **11 CONFIDENTIAL MINUTES - ECONOMIC DEVELOPMENT COMMITTEE**

(Confidential Minute on this Item)

## **12 CONFIDENTIAL MINUTES - GREAT YARMOUTH TOWN CENTRE MASTERPLAN MEMBERS WORKING GROUP**

(Confidential Minute on this Item)

**13 CONFIDENTIAL MINUTES - GREAT YARMOUTH TRANSPORT AND  
INFRASTRUCTURE STEERING GROUP**

(Confidential Minute on this Item)

The meeting ended at: 18:00

### Forward Plan for Economic Development Committee

	URN	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Economic Development	Policy & Resources	Council
1	20-185	Culture, Heritage & Tourism Strategy Delivery Plan Update	Head of Inward Investment	22/02/2021	01/03/2021		
2	20-186	Economic Growth Update & Business Support	Head of Inward Investment	22/02/2021	01/03/2021		
3	20-187	Offshore Wind Competitive Positioning - Generate	Head of Inward Investment	22/02/2021	01/03/2021		
4	20-177	Performance Reports - Economic Development Q1,2 & 3	Director of Planning and Growth	22/02/2021	01/03/2021		
5		Presentation about EU Exit - (LEP)	Director of Planning and Growth	22/02/2021	01/03/2021		
6	20-051	Car Parking Strategy	Head of Customer Services	TBC	TBC		
7		Kick Start / Apprenticships Action Plan	Head of Inward Investment	TBC	TBC		
8		Enterprise Zone Update	Head of Inward Investment	TBC	TBC		
9		Annual Performance Report	Director of Planning and Growth	TBC	TBC		

## Trade and Cooperation Agreement between the UK and EU

### Latest Update:

A deal reached was reached between the two negotiating parties on 24 December and signed off on 30 December ahead of the end of the transition period on 31 December. This Trade and Cooperation Agreement is accompanied by a series of political declarations and agreements over nuclear and security cooperation.

A Partnership Council will supervise the operation of the Agreement at a political level, providing strategic direction.

The TCA will be reviewed every five years. It can be terminated by either side with 12 months' notice, and more swiftly on human rights and rule of law grounds.

Further deals and decisions are likely to be secured in the coming months and years on a range of key issues e.g. services, data adequacy and financial services equivalence.

### Contents of the deal:

Goods: there are no tariffs or quotas on goods traded between the UK and EU. This is accompanied by new customs procedures and formalities including new 'rules of origin' requirements which are needed in order to qualify for zero tariffs.

On goods, bespoke provisions were agreed to facilitate the 45% of goods trade that flow through 'ro-ro' ports.

Specific annexes were also agreed to reduce the non-tariff barriers for medical products, automotive, chemical products, organic products, and wine.

Services: businesses offering services, such as banking, architecture, and accounting, will lose their automatic right of access to EU markets and will face some restrictions. Rather than following one set of rules for the whole of the EU, UK businesses will need to comply with the regulations in each individual country.

There will no longer be automatic recognition of professional qualifications for people such as doctors, chefs, and architects. It will be harder for people with qualifications gained in the UK to sell their services in the EU. Individuals will need to check each country's rules to make sure their qualification is still recognised.

However, the UK and EU have pledged to keep talking to try to improve access for the service sector in the future.

EU programmes: the UK will continue to have access to various EU programmes, including: the €100bn research and development programme Horizon Europe; the Euratom Research and Training Programme; the fusion test facility ITER; the earth observation programme Copernicus; and access to the EU's Satellite Surveillance & Tracking (SST) services. The UK will no longer have access to the Erasmus+ student programme (replaced by Turing Scheme – which begins in September 2021). Additionally, the UK must also find a way to replace access to the Galileo satellite system's encrypted military data.

Data: a temporary arrangement has been put in place to allow personal data to continue being transferred from the EU to the UK from 1 January. This will initially last for four months (extendable to six months) while the European Commission undertakes to make its adequacy decision.

An adequacy decision is in the best interest of both sides as well as businesses and individuals in the UK and EU. However, if an adequacy decision is not granted by the end of the six month additional bridge period, the UK and EU will exchange data based on their individual international transfers rules. At the moment as both the UK and EU have similar rules based on the GDPR there are clearly defined processes for transferring data requiring the use of appropriate safeguards, such as standard contractual clauses (SCCs) or Binding Corporate Rules (BCRs).

Security: a new security partnership provides for data sharing and policing and judicial co-operation, but with reduced access to EU databases. A new surrender agreement takes the place of the European Arrest Warrant. Cooperation can be suspended by either side swiftly in the case of the UK or a Member State no longer adhering to the European Convention of Human Rights.

Other:

There will be no role in the UK for the European Court of Justice – disputes will be referred to an independent tribunal.

Continues to allow access for respective businesses to bid for each other's government procurement contracts.

#### The Border Operating Model:

The new border controls are phased in three stages up until 1 July 2021.

From 1 January 2021, the UK will operate a full, external border as a sovereign nation. Full controls are in place for exports. Full controls are in place for staged imports of controlled goods. Optional deferred declarations are in place for imports of standard goods. From 1 April 2021, full controls are in place for animals and products of animal origin; plants and plant products. From 1 July 2021, full controls are in place for all goods.

The new trade deal's rules of origin chapter in the TCA is expected to hamper some existing goods supply chains and has sparked concerns from UK and EU trade associations. By imposing high tariffs on products shipped to the UK to be sold on in the EU, it may well end the UK's role as a distribution hub in the EU. Rules of Origin are product specific and understanding particular rules and providing the proof of origin will create new processes and bureaucracy that many businesses have never faced. In some cases with complex supply chains it can prove difficult to gather the information about the parts, materials and subcomponents required to complete these calculations accurately. Consequently, depending on the tariff rate applicable for a specific product it may simply be easier for a company to pay the tariff. Many manufacturers have said they are indeed choosing to pay the tariffs rather than spend the additional time and money attempting to qualify for tariff free access, with serious financial ramifications. Where the cost of paying the tariff is too high, anecdotal evidence suggests that firms are considering withdrawing some products from the EU market entirely, either temporarily or permanently.

The mutual recognition of authorised economic operator schemes should mean trusted traders face less friction when moving goods between the UK and EU.

Businesses need to take a range of actions, but to get started they should:

- Make sure they have an EORI number starting with GB.
- Consider using a customs intermediary to make declarations.
- Check if goods need an import or export license e.g. for chemicals or food and apply for what is needed.

- Make sure they understand VAT responsibilities.
- Consider if they want to make use of deferred declarations if they import goods.
- Fully understand the 'rules of origin' principles.
- May want to use the free Trader Support Service to guide them with the way goods move between GB and NI.

### Immigration:

From 1 January 2021, EU citizens are treated the same as those from the rest of the world through the introduction of the new points-based immigration system.

How does the scheme work: meeting the mandatory criteria will earn the applicant 50 points (the offer of a job by an approved sponsor (20pts); job at an appropriate skills level (20pts); and English language skills at level B1 (10pts).

They must obtain a further 20 "tradeable" points through a combination of points for their salary, a job in a shortage occupation or a relevant PhD.

Sponsorship: a sponsorship requirement will apply to the Skilled Worker route, to the Health and Care Visa and to the student route, as well as to some specialised worker routes. This applies to both EU and non-EU citizens who come on these routes. Although specific requirements vary by route, for most work routes, sponsors must undergo checks to demonstrate they are a genuine business, are solvent, and that the roles they wish to recruit into are credible and meet the salary and skills requirements. The costs for employers sponsoring EEA nationals (from overseas) will significantly increase from January 2021. Employers with experience in sponsoring non-EEA workers are already familiar with the fee levels, however they may come as a surprise to those employers who have not previously had to pay them.

Sectors: There is a fast-track entry system for doctors, nurses, and other healthcare professionals. Most care workers will not be covered by the scheme though. Those eligible for this visa will pay reduced fees and be supported through the application process.

Sectors such as social care and construction could face increasing skills shortages as a result of the coming changes. Other exposed sectors include food manufacturing, accommodation, hospitality, and manufacturing.

The technology sector, which brings in numbers of highly qualified, well-paid staff from India, the US, and other non-EEA countries, is likely to be less affected by the new system. Other sectors less likely to be negatively affected include financial services, insurance and research and development.

Seasonal Workers Scheme: expanded to 30,000 workers in 2021. Government will seek to build on the Pick for Britain campaign and retain more domestic seasonal workers. Farmers are still concerned about staff shortages this year. A big question mark hangs over the scheme's future, with the agriculture industry pushing for the pilot to be made permanent.

EU Settlement Scheme: EEA citizens and their families already living in the UK by 31 December 2020, are not required to go through the new system. Instead, they can apply to the EU Settlement Scheme, and have until 30 June 2021, to do so. If the applicants are successful, they will be able to remain in the United Kingdom and claim benefits similar to UK citizens, if they become unemployed. Irish citizens do not need to apply under the EU Settlement scheme and will not require permission to come to the United Kingdom, as the UK and Ireland are both part of a common travel area.

UK citizens working in the EU: From 1 January 2021, UK citizens will no longer have an automatic right to live or work in the EU, so if they are looking to do this, they will need to check an individual country's immigration rules. If they have any professional qualifications in the UK, they will also want to check whether they are recognised where they plan to work.

Work visas may be required for work travel, although in most cases it will be possible to undertake some business related activities – such as business meetings – without a work visa. The rules around what activities will be permitted on short term business trips and visa requirements vary between member states, with country-by-country guidance available from the government. The deal limits these short term business trips to 90 days in any 180 day period (although how this time period is calculated varies between member states). Might be able to apply for an EU Blue Card, which gives highly qualified workers from outside the EU the right to live and work in an EU country.

#### Environment and Climate Change:

In the trade deal, both sides committed not to undermine green standards and to make efforts to increase environmental protection while promoting sustainable trade. It also allows for each side to set its own policies on things like air quality, emissions, and biodiversity conservation without undercutting each other's standards. The mechanism to enforce this is a consultation between the parties and recommendations by a panel of experts.

#### State Aid:

The deal ends the EU State Aid regime and allows UK to introduce its own system for state aid.

Companies in the EU will be able to challenge state aid awarded to UK rivals in the UK's national courts if they feel it violates common principles set out in the trade deal. British companies will enjoy equivalent rights in the EU.

The UK agreed to set up an independent state-aid authority, although the deal does not require the UK to have an "ex ante" regime that will vet subsidies before they are granted. Either side would also be able to unilaterally impose tariffs to counter the effect of trade-distorting subsidies, although the other party could then call for accelerated arbitration.

The UK government opened a [consultation](#) seeking views on the proposed approach for establishing a bespoke UK-wide subsidy control regime on 3 February 2021, running to 31 March 2021. The aim is to deliver a regime that facilitates strategic interventions to support government's priorities, including supporting the Covid-19 economic recovery; accounts for the economic needs of the individual nations; protects our competitive and dynamic market economy; and ensures subsidies are in line with international commitments, including the TCA.

#### Sectoral implications:

##### Agri-Food:

Successfully maintained access for meat, dairy and organic products, all of which are vitally important to farm businesses in the region. For example, 70% of poultry meat exports go to the EU, a trade worth £192m in 2019. Last year, almost 90% of our barley exports, worth £230m, went to the EU. In all, the EU market for UK agri-food exports is worth £14.5bn.

However, not all agri-food products have been included in the terms of the deal, such as seed potatoes.

The EU will immediately implement tough new checks on agri-food products, with no grace period.



There will also be restrictions on exports of some animal products, including fresh pork mince and sausages.

Defra has listed a long list of guidance on its website on changes to country of origin labels, EU health and identification marks, organic logos and much more. For example, food from GB must not be labelled as 'origin EU'.

While food and farming businesses welcomed the fact a deal was reached, they warned that leaving the customs union and single market would still disrupt the food supply chain with new requirements, paperwork, checks, restrictions, increased costs, complexities, and potential delays at ports. This trade friction could squeeze the already tight margins within the supply chain. AHDB analysis estimates these costs range from 5% to 8% for livestock products and 2% to 5% for crops, with farmers likely to 'bear the brunt of these additional costs'. These estimates do not include the cost of potential delays at port, which may result in a further loss of value of perishable loads.

New Anglia LEP's Agri-Food Industry Council reported challenges on the import side with extra paperwork and costs; bigger concerns on the export side with delays, costs, and uncertainty all greater; concerns around rules of origin; the ban on exports of seed potatoes to the EU; pinch points in sending products to Northern Ireland; concerns around the capacity of customs agents; and impact to the cull sow trade. Potential opportunities that have been discussed include automating the logistics process to speed things up and reduce the current level of bureaucracy and looking at import substitution in areas where rules of origin will affect trade.

#### Energy:

The energy provisions support and strengthen the UK and the EU's respective energy and climate ambitions. This includes the way in which the parties trade electricity and gas over interconnectors, work together on security of supply, integrate renewables into our respective markets and cooperate to develop opportunities in the North Sea.

The energy chapter expires on 30 June 2026, unless both the EU and the UK agree to extend the arrangement on an annual basis. So while the 2020 agreement negotiations may be over, the ones for 2026 are just beginning.

The UK is now out of the EU's internal energy market, which means it no longer has access to day-ahead or intraday trading tools that make the exchanges quicker and cheaper. Power bills that are expected to be 2 to 5 percent more expensive, while energy traders will need to deal with new paperwork for each exchange made.

The UK is also out of the European Network of Transmission System Operators for Electricity and Gas (ENTSO-E and ENTSO-G) — the main venue in which transmission systems operators interact — and the European Union Agency for the Cooperation of Energy Regulators (ACER), which oversees the EU's energy and gas markets. This ultimately leaves consumers exposed to measures on power trading set in rooms from which the UK is not present. The UK is expected to try to get back in and have an arrangement similar to the one the Swiss and Norwegians have with both organizations.

The UK has also left the EU's Emissions Trading System. The UK has created a domestic version, but linking the systems is supported on both sides of the Channel in order to beef up the mechanism used to crack down on greenhouse gas emissions.

The Agreement commits both Parties to develop and implement new, efficient trading arrangements by April 2022. These will ensure that capacity on the interconnectors is maximised and that there is

implicit trading in how this capacity is allocated (i.e. capacity and electricity are sold together). This will help integrate renewables and other clean technologies onto the grid in line with domestic commitments to net zero emissions. Whilst this system is being implemented, alternative trading arrangements will be in place for electricity. We have also agreed arrangements that will ensure we continue to trade gas efficiently via the PRISMA platform.

The UK and EU have agreed to enhance cooperation on renewable energy, including in the North Sea. This will facilitate the development of hybrid projects that combine interconnectors and offshore windfarms and opens up the potential for a North Sea grid.

Separate to the TCA, the UK and Euratom signed a Nuclear Cooperation Agreement which gives a legal underpinning to civil nuclear cooperation, including safeguards, safety, and security.

The Agreement provides for a new set of arrangements for extensive technical cooperation between the respective regulators and system operators, particularly with regard to security of supply, market abuse and network development.

The Agreement supports trade and investment in energy goods and raw materials between the UK and EU. These will help facilitate open and competitive markets, removing unnecessary barriers to trade.

#### ICT/Digital:

These provisions will promote trade in digital services and facilitate new forms of trade in goods and services. The Agreement ensures cooperation on digital trade issues in future, including emerging technologies. The provision helps to facilitate the cross-border flow of data by prohibiting requirements to store or process data in a certain location.

The Agreement includes commitments including zero custom duties on electronic transmissions; keeping source code safe; online consumer protection; and anti-spam provisions giving consumers strong protections when buying from businesses in either the UK or the EU.

The Agreement provides a legal framework for common e-signature and trust services.

It is vital for the sector, and many others, that the Commission reaches a data adequacy decision for the UK. It is positive that the temporary arrangement has been put in place to allow data to continue being transferred from the EU to the UK from 1 January for 4-6 months until a decision is made.

#### Financial Services:

Not covered comprehensively in the full trade agreement. Both sides have committed to setting out a “framework” for regulatory cooperation in financial services by March 2021 and will discuss the equivalence decisions which the EU has yet to make. The cooperation agreement is not expected to be legally binding or open up free trade in financial services, but merely to provide a framework for future discussion between rule makers.

The focus for financial services firms now will be on what can be achieved through trade deals and regulatory cooperation with key financial services hubs across the world. For many financial services firms - which operate digitally and employ significant numbers of people - the agreements on data and migration will be as important as the detail of the agreements on financial services itself.

The EU found the UK equivalent on a time-limited basis in two areas: clearing and transaction settlement, while the UK gave the EU some 17 findings that enable EU firms to do business in the UK more easily. Ahead of even considering further findings, the EU has said it wants “clarifications” on

the UK's plans to change its regulations. Meanwhile, the UK is at the very beginning of this process, meaning that any decisions on either side are at least months away.

A lack of equivalence decisions would increase the cost of doing business for financial services firms and the clients they serve. This would impact market efficiencies and the global competitiveness of financial services businesses operating both in the EU and the UK.

The financial sector has already implemented plans to continue working with EU clients without equivalence findings, by gaining regulatory licenses in EU jurisdictions and moving certain operating functions there. Some 7,000 jobs have shifted from the UK to the EU in support of these arrangements, according to the Bank of England.

For the time being, financial firms have to carry on with business as best they can. With the EU yet to recognise the UK's market rules, EU traders have been forced to shift some London trading of continental and Irish stocks onto exchanges in the bloc. It remains to be seen if that is a permanent move, or if some investment houses — always on the hunt for the best prices and easiest trading — find a workaround.

### Manufacturing:

The UK manufacturing sector welcomed the fact tariffs had been avoided that risked wiping out profits in the sector but warned that companies still faced border delays and the loss of mutual conformity assessment.

This could mean two lots of certification and testing to meet both EU and UK standards, according to Make UK. This would add significant complexity and cost, for a sector that operates on fine margins.

A so-called 'trusted trader scheme' — where qualified companies could speed through customs — was also welcomed, although companies said they would need to see details, given the costs of participating in the system.

Far fewer companies in the UK have this "authorised economic operator" status than in Europe, given the costs, which means that it may end up benefiting larger groups with in-house experts over smaller operators.

The lack of recognition of professional qualifications has been cited as challenging news for manufacturers wanting to send engineers to the EU.

Six year phase-in on rules of origin for electric cars is positive for electric car industry.

The Trade agreement delivers on tariff and quota free trade, only so long as exports meet stringent 'rule of origin' requirements. The lack of inclusion of allowing imported non-EU parts to count towards the agreement's rules of origin thresholds, which determine whether a product can be traded tariff-free or not, will provide complications and costs for some UK business.

According to Make UK the TCA has done nothing to resolve the significant paperwork filling that businesses will have to get used to — an estimated up to 400 million new forms. The cost to business from this will be significant and even after all systems have bedded in and the queues at our ports have normalised, we would still expect each delivery to take longer than it did before this deal. In today's optimised supply chains, this could impact operational efficiency in the longer term and will impact integrated supply chains.

Having dual bodies now in the UK and the EU to certify products containing chemicals. It will create significantly more cost and increased bureaucracy, without any obvious advantage.

On 1 February Make UK released a paper on the impact of the TCA on manufacturers, which includes supply chain disruption has been felt immediately in both directions; even those companies that deemed themselves “ready” have faced disruption; new rules for products, including rules of origin, conformity and product markings, are a whole new world for many and a major challenge; the Northern Ireland protocol brings new checks but not all companies have taken the necessary steps; and manufacturers are regularly sending employees to the EU for business, such as servicing, maintenance, training and business meetings, but these rules will change.

#### Health and Social Care:

While the deal includes an agreement on mutual recognition of good manufacturing practice inspections, that is as far it goes. The UK has separately agreed to accept batch testing of medicines done in the EU, but the EU has not done the same. Companies have prepared for this by ensuring that all batch testing can take place in the EU, but there are concerns about the capacity for this and whether everyone will be ready.

More broadly, the UK’s Medicines and Healthcare products Regulatory Agency (MHRA) is now responsible for medicines approvals, but it is unclear what relationship, if any, the MHRA will have with the European Medicines Agency.

There is also concern about a possible increase in shortages of medicines as hauliers prefer longer alternatives to the Dover-Calais route to avoid customs delays. Unlikely to know for certain for a month or so whether this shifting will lead to an increase in medicine shortages according to experts.

The effect of new immigration laws are also expected to impact the health and social care sectors, both of which have significant numbers of EU nationals in their ranks. There is a specific health-worker visa already in place that requires a minimum salary of £20,480 per year. However, care workers are not included in the scheme and the sector, which has been significantly hit by the Covid-19 pandemic, may face difficulties recruiting sufficient staff from within the UK which would be a particular concern given the age demographic in Norfolk and Suffolk.

#### Logistics and Road Haulage:

For UK hauliers the deal contained mixed blessings. The two sides recognised the validity of each other’s licences and permits and included full transit rights, allowing drivers to cross multiple countries in order to drop a load. This will enable Irish lorries to use the UK as a “landbridge” to deliver goods into the EU.

However, the agreement limits UK hauliers to a single drop-off and a single pick-up from inside an EU member state and two pick-ups and drop-offs when crossing EU member states - this is a downgrade from EU membership, under which drivers could do three pick-ups inside an EU country before returning home.

Bus and coach companies can continue to operate to, from and through the EU.

#### Aviation:

The deal allows flying rights between the EU and UK to continue, but UK carriers will not be able to fly between two points within the EU. This was expected, and airlines on both sides have set up foreign subsidiaries to continue current routes.

#### Creative Industries:

Disappointments for the sector include confirmation the UK will not be part of Erasmus+ scheme and there will be no more automatic recognition of professional qualifications (e.g. architecture).

Vital for the sector that key arrangements such as data adequacy and the ease of movement (e.g. touring) are found moving forward. There are fears the clauses (90 in 180 days) will severely curtail the ability of performers to go on tour in Europe and will hamper the recovery of the arts after the devastating impact of the pandemic. This would affect tens of thousands of people in the UK's creative industries, including film-makers, technicians, and models as well as performers.

Includes commitments to protect intellectual property rights to a very high level.

#### Fisheries:

EU fishing fleets will have a five and a half-year transition period with guaranteed access to UK water – including the 6 to 12 mile zone from the UK coast. After that, access will depend on annual negotiations.

During the transition, EU fishing rights in UK waters — currently worth about €650m per year — will be reduced by one quarter, with British quotas increased by a corresponding amount. The shift will boost UK boats' current share of fishing rights in British waters from about a half to two-thirds.

After the transition, access to waters will depend on annual negotiations, such as those the EU already has with Norway. But the EU will have some leverage: should the UK revoke access, it will be able to take compensatory measures, including hitting UK fish exports with tariffs, and even shutting the UK out of its energy market.

#### Potential economic impact:

Back in January 2020 Metro Dynamics' produced a report on the Potential Implications of Brexit for Norfolk and Suffolk for the LEP Board. This focused around the potential impact on the key areas of trade, regulation, workforce and funding and investment based on two scenarios – deal or no deal.

The prediction was that if a deal were secured, Norfolk and Suffolk's GDP would face an average reduction of 4% by 2030 and the UK an average reduction of 3.5%. We believe that this impact upon the economy is still likely to remain true.

We could see in the coming months and years a varied impact across sectors and even sub-sectors as the realities of the new trading relationship and state aid rules come to fruition.

At this current moment in time, it is very difficult to say what the combined impact will be of the Brexit deal and the Covid-19 pandemic. We are currently in a national lockdown for the majority of Q1 2021 with uncertainty beyond. A great deal does rest on the vaccine and vaccination programme.

Intelligence suggests that we are likely to see redundancies and insolvencies coming through as a result towards the end of the first quarter of 2021 and throughout 2021.

Tourism, Leisure and Hospitality: the evidence does not suggest that these sectors will be adversely affected by the Brexit deal, but we are cognisant of the fact that Covid-19 has had a detrimental impact on these sectors and continues to see a great deal of uncertainty through the rest of 2021. Certain sub-sectors within this do hire EU workers who are often comparatively well experienced.

#### Emerging issues:

Examples of issues that have emerged so far:

- Many businesses are citing challenges around the complexity of the new VAT requirements.
- Business intermediaries and networks have highlighted the disproportionate impact of increased burdens – costs and paperwork – on SMEs.
- The responsibility is upon the importer to get the paperwork right.
- A temporary arrangement has been secured on transfer of personal data whilst the Commission makes its data adequacy decision. It is vital for a wide range of sectors that the Commission provides a positive data adequacy decision.
- It is anticipated that the full impact is still to come for borders. Stockpiling before the end of 2020 has lightened the load so far, while concern over new procedures and requirements for Covid tests made some companies reluctant to send trucks early in 2021. We will continue to monitor how companies fare with the new phased-in border operating model.
- Green grocers and supermarkets have seen supply-side issues as a result of EU exit as they scramble for stock. The issues have centred around non-seasonal stock like salads, citrus fruit and items like peaches and nectarines. For some, this has been exacerbated by the heavy snow in Spain.
- Some sectors, such as retail and food and drink, have raised concerns around the rules of origin chapter given how interdependent supply chains are. Under the deal, businesses could face tariffs on goods imported from the continent for processing at British distribution hubs which are then re-exported to member states. For example, Marks and Spencer have highlighted concerns around Percy Pigs which are manufactured in Germany, brought to the UK before then being re-exported to M&S stores in the EU – Ireland, France and Czech Republic as this journey would now face tariffs.
- Many businesses are trying to understand the new UKCA/CE marking changes and how this will impact their products.
- The current provisions around services could throw up challenges for service providers to the EU with mutual recognition of professional qualifications potentially on a country- by-country basis and financial services awaits further details around equivalency.
- There are fears the clauses around ease of movement in the EU (90 in 180 days) will severely curtail the ability of performers to go on tour in Europe and will hamper the recovery of the arts and creative sector after the devastating impact of the pandemic.
- The EU Settlement Scheme ends on 30 June 2021 for EEA nationals (and their families) working in the UK up until 31 December 2020. Many workers are furloughed who need to fill this information in, so there could be challenges.
- Make UK are calling on Government to ease the burden on business and mitigate future impacts for manufacturers by fast-tracking the training of good quality customs agents to smooth the flow at borders; take action to help coordinate the activities of hauliers and logistics firms and exporters; vouchers for advice and support relating to exporting processes and customs training support; tax cuts or rebates for three years to help firms cope with the additional costs of EU export paperwork; and a mechanism for EU regulatory tracking, monitoring and support.
- Pig farmers have highlighted the impact on the cull sow trade – whose main customers are in Germany for cured meat and salami - as UK slaughterhouses are currently not buying former breeding sows due to fears over the cost of sending shipments which could be rejected. UK supermarkets do not have sow meats in their sausages. There are concerns that they might be squeezed out of their well-established trading partnerships in Germany.
- Cycle shops have highlighted that shipping costs are through the roof. Some of their bicycle suppliers are based in Europe - the likes of Bianchi and Ridley - but they are either suspending shipping until the middle of January, when more is known about how the new tariffs will work or factoring in 5% to 10% price increases to cover the extra costs. Anticipating massive shortages of bicycles later in the year.

- A studio which regularly sells posters to customers in Europe, but those customers are now facing additional taxes (brokerage charges and sales tax) which is likely to put them off buying from small independent UK businesses.
- Many firms had delayed considering issues until the dust settled on this but have now been hit by the Covid-19 pandemic. There will be some unknown issues (opportunities and challenges) that were not foreseen, and these will be monitored as they come through.

#### LEP activity:

Communications: The LEP is regularly updating its business script for Growth Hub business advisers and partners engaging with businesses. This includes all of government's most up to date technical notices and guidance for businesses following the deal and offers a local flavour for conversations. This script is updated weekly and circulated to 80 recipients across the LEP, Growth Hub, local authorities, and other business support organisations.

The business-facing information from the script is also on the LEP's EU exit website pages, including details of upcoming local and national webinars and useful downloads.

Growth Hub Support: The Growth Hub continues to run, collectively with partners in our Ox-Cam Arc Growth Hub cluster, a series of webinars for businesses which continue to March 2021, providing businesses with updates on key issues. Events held so far have reached c.40 businesses at a time on issues such as the new trading landscape; importing and exporting; border changes; developing overseas markets; and effective supply chain management.

In comparison to Covid-19, business enquiries to the Growth Hub have been low in recent weeks. We expect this demand to increase significantly in the coming weeks and months now the trading relationship with the EU has been established and businesses seek local guidance and support.

Outreach Support: Following the BEIS funding secured before the end of 2020, New Anglia LEP has undertaken a tendering process to outsource the delivery of outbound telephone and email contact with businesses, to secure the required capacity and expertise from V4 Services.

The contract is valued at £110,000. Under the contract, the provider will contact and proactively engage with at least 3,500 business across Norfolk and Suffolk, providing them with a greater awareness of the steps they need to take following the deal. To count as an output, the support must last at least ten minutes and provide the business with EU Exit help and advice from a list of agreed of subjects outlined in the tender specification, which is in line with our agreement with BEIS. The contract holder will also provide specialist advice to at least 100 businesses from a list of agreed of subjects outlined in the tender specification, which is in line with our agreement with BEIS. To count as an output, the specialist advice must be of at least three hours in duration.

In terms of operation, the support service will target SMEs that are more likely to be impacted by the UK leaving the EU, through a rolling target list of SMEs for V4 Services to contact each week. V4 Services will provide the LEP with a weekly business intelligence report that will be used to feed into the LEP's weekly report as well as inform the targeting process, which can be fine-tuned each week. The service will also be used by the Growth Hub as a way of providing enquires with specialist EU Exit help and advice, alongside the work that Suffolk Trade Advisors are also providing.

The contract runs from the 11th January 2021 to the 31st March 2021. The relationship between the Growth Hub and V4 Services will be seamless and both will have copies of the business scripts so that businesses receive the most up to date and informed advice locally.



*Business Intelligence*: The LEP continues to share weekly business intelligence returns with central government, local government and MPs capturing intelligence around the UK's new trading relationship with the EU and Covid-19. This will capture the proactive outreach work of V4 services.

From the BEIS funding, there is £14.5k allocated for intelligence and reporting. This will inform both our intelligence returns, but also our investment plan and the longer-term economic recovery plans, so that we can take advantage of opportunities present in the future trading relationship with the EU and the rest of the world and support businesses with their economic recovery from the pandemic.

The information that we capture in the coming weeks, months and year(s) is key to assess how the introduction of the new relationship, immigration system, border controls and state aid rules impacts businesses, and we can flag this in the returns and adapt our support locally.



**URN:**

**Subject:** Economic Growth Delivery and Recovery Update

**Report to:** Executive Leadership Team – 15 February 2021  
Economic Development Committee – 1 March 2021

**Report by:** Michelle Burdett, Head of Inward Investment  
Simon Best, Regeneration & Funding Manager

## **SUBJECT MATTER / RECOMMENDATIONS**

This Report presents to members and officers progress against the Economic Growth Strategy Delivery Plan and *Pathway to Recovery* plan since the preceding committee meeting on 26 October 2020. Highlights are presented in the narrative of the report, with a comprehensive update in *Annexes 1* and *2*.

It also outlines the delivery of the Council's inward investment service in response to recovery and sets out options to extend business support reach and capacity. Local and independent analyses of the economic impact of the Pandemic are also presented, alongside an overview of local grant distribution and key strategic programmes.

### **Members are asked to:**

- 1) Review the appended *Economic Growth Strategy Delivery Plan* update and *Recovery Progress Report*;**
- 2) Review and comment on the development of the wider business support programme proposed as part of the investment of the Additional Restrictions Grant (ARG) allocation, building local business support capacity, ensuring schemes are coordinated in line with other District and Borough Councils.**

## **1 BACKGROUND AND CONTEXT**

- 1.1 This report summarises implementation of and progress against a) the delivery plan for the Economic Growth Strategy (set out in *Annex 1*) and b) the *Economy* theme of the Council's *Pathway to Recovery* normalisation and recovery plan (set out in *Annex 2*).
- 1.2 These annexes also include reference to and descriptions of a number of adaptations to the delivery of business support and economic growth being explored or progressed in response to the ongoing pandemic and emerging local need. The Economic Growth Strategy and strategic priorities set out in the Corporate Plan, themselves, remain unchanged.
- 1.3 Responsibility for the distribution of a number of local business grants/reliefs has been delegated to the Council since March 2020. An overview of the uptake and distribution of both Council- and LEP-administered grants is in *Section 2* and current business support is addressed in *Section 3*.

- 1.4 The current and projected economic impact of the Pandemic is set out in *Section 4*, integrating primary local intelligence and analysis from business surveying and LEP-level and national economic indicators and intelligence for the purpose of informing policy and decision-making.
- 1.5 Key assumptions are drawn from these analyses with proposals of how to support the next stage of recovery work as part of the *Wider Business Support* measures, using a proportion of Additional Restrictions Grant (ARG) funding to address some of these challenges at a local level.
- 1.6 *Section 5* sets out options to further refine and extend business support reach and capacity in response to the analysis set out in *Section 4*.
- 1.7 *Section 6* sets out a summary of the position – at time of writing – in respect of the strategic Future High Streets and Town Deal programmes.

## 2 LOCAL GRANT DISTRIBUTION AND UPTAKE

### 2.1 Council-distributed grants

- 2.1.1 As laid out in *Section 5*, the primary focus of Economic Growth-focused officers has been, and continues to be, the roll out of grants and reliefs and the promotion of other complementary support and grant programmes. Officers have worked across different service areas to apply agreed scheme specifications, process applications, undertake eligibility checks and due diligence and determine grant awards.
- 2.1.2 A summary and timeline of Council-operated schemes – including the value distributed and number of beneficiaries – is presented in *Annex 3*.
- 2.1.3 Between 24 March 2020 and 22 February 2021, 9,793 Council grant awards were made to local enterprises, totalling nearly £45 million, with smaller grants made available through the LEP. Local authorities, agencies, VCSEs and trade representatives have worked collaboratively throughout the response and continue to do so during the transition to recovery.

### 2.2 LEP-distributed grants

- 2.2.1 New Anglia LEP operates two main business growth grant schemes, the *Small Grant Scheme* (SGS) and *Growing Business Fund* (GBF) and three smaller Coronavirus-related schemes, the *Business Resilience & Recovery Scheme* and the *Visitor Economy Grant Scheme* and *Wider Economy Grant Scheme*. Officers signpost and facilitate business introductions to all of these.
- 2.2.2 Whilst local uptake of the three smaller Coronavirus-related schemes has been comparatively low, relative to other districts, uptake of the main schemes has been significantly higher, as illustrated in the tables, below, which include LEP data up to the end of December 2020. The first table illustrates awards to Great Yarmouth enterprises and the second table illustrates the average for all Norfolk and Suffolk districts.

Great Yarmouth totals by year	2018/19	2019/20	2020/21
Value of grant funding applied for	£76,150	£146,300	£766,786
Value of grants approved	£130,850	£126,050	£702,676
Value of grants claimed	£456,404	£214,879	£353,998
Value of private co-investment realised	£3,136,500	£824,053	£1,884,983

<b>Great Yarmouth average monthly values by year</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Value of grant funding applied for	£6,346	£12,192	£85,198
Value of grants approved	£10,904	£10,504	£78,075
Value of grants claimed	£38,034	£17,907	£39,333
Value of private co-investment realised	£261,375	£68,671	£209,443

2.2.3 More recent local LEP awards through its three Coronavirus/recovery grant schemes – not included in the data reported, above – total £146,490.

2.2.4 Whilst Great Yarmouth accounts for just 4.5% of all businesses across the New Anglia area, it accounted for 8% of all funding applied for through these schemes, 10% of grant value approved, 8% of grant value claimed and 10% of all the private co-investment realised.

### **2.3 Norfolk Strategic Fund: Adaptation Grants**

2.3.1 Council Officers were successful in securing £410,000 from the Norfolk Strategic Fund for the safe reopening of high streets; effectively supporting businesses in their roll out of social-distancing and other Covid-safe measures. £100,000 was allocated to the delivery of a tailored Great Yarmouth grants scheme to enable physical adaptations to premises and support trading during the winter months, particularly in the visitor economy and hospitality sectors.

2.3.2 That scheme provided funding for 62 businesses, 18 of which were specifically adapting their premises to provide outdoor service, equipping them for safe reopening when current restrictions are eased.

## **3 BUSINESS SUPPORT AND ADVICE**

3.1 The team is providing support to local businesses in a variety of ways. In partnership with the New Anglia Growth Hub, the Council's own Enterprise GY service delivers one-to-one, and one-to-many support through both outreach and in response to enquiries (for example, through the dedicated business support helpline).

3.2 At the 26 October 2020 Economic Development Committee meeting, members were updated on the measures being put into place to promote the support available – for example, a series of webinars that the team delivered with other partners, including the LEP and the Bank of England.

3.3 Additional webinars are now being programmed/scheduled and will be promoted in the Spring. Regular drop-in virtual surgeries are already underway; these sessions provide practical assistance in areas like navigating access to complex grant schemes and provide an opportunity to speak directly to the Business Advisor about individual challenges/opportunities, such as diversification, business planning, marketing and digitalisation.

3.4 Officers are also systematically targeting businesses with a weekly newsletter; presenting opportunities including grant information, national schemes such as *Kickstart* and the New Enterprise Allowance (for start-ups), information and signposting on restrictions and safe trading and the direct support available through Enterprise GY.

- 3.5 Officers are now working in partnership with the LEP to proactively contact key businesses and are developing a *Key Account Management* approach to growth and inward investment. Two significant inward investment opportunities are due to 'land' in the coming months as a result of this approach, creating multiple jobs and providing confidence that there are companies still seeking out and investing in growth in Great Yarmouth.
- 3.6 At the 26 October meeting, members recommended that officers promote the *Kickstart* scheme for business placements via one of the three approved *gateways*. Kickstart brokers high quality six-month work placements for young people aged 16-24 deemed at risk of long-term unemployment due to the Pandemic. The scheme was launched on 22 December 2020, and officers have promoted the scheme to the Boroughs businesses with 63 placements being offered within 26 businesses.
- 3.7 Due to the success of the business support work that officers have delivered in partnership with other service areas, the Council has been successful in securing a small amount of funding from BEIS to deliver a pilot project in which the effectiveness of regulatory and business advice will be monitored, providing local business intelligence on the cascading of key messaging to improve compliance and reduce the need for enforcement.
- 3.8 Further detail is presented in *Annex 2*, where activities are identified under each objective of the *Pathway to Recovery* plan.

## **4 CORONAVIRUS ECONOMIC IMPACT**

- 4.1 This section provides an overview of the economic impact of the Pandemic, using both primary and secondary data, and provides a series of proposals of how to develop schemes and build business support capacity at a local level to support businesses recovery.
- 4.2 **Local business intelligence**
  - 4.2.1 The stakeholder-led Greater Yarmouth Tourism and Business Improvement Area (GYTABIA) – which represents 670 local enterprises – has conducted weekly surveys of the same cohort of tourism enterprises from the first national lockdown in March 2020.
  - 4.2.2 In February 2020, GYTABIA reported that a around third of respondents had lost 60%+ of their trade and 10% had lost 80%+ of their trade; around a third have reduced turnover by more than £100K and a quarter do not expect to survive longer than 6 months in the current situation. 60% identified *urgent access to grants* – not loans – as crucial to the business, going forward.
  - 4.2.3 The Council and other local authorities have been actively surveying local businesses, alongside other quantitative indicators and LEP-level and national intelligence, to assess the impact of the Pandemic. GYBC led surveying between April and June 2020 on behalf of the Borough, South Norfolk and Broadland.
  - 4.2.4 Since mid-January 2021, it has led surveying on behalf of all the Norfolk districts with the exception of Breckland, integrating new questions about the impact of Brexit and key sectors, such as tourism and energy.
  - 4.2.5 Each combines a range of question formats to provide a longitudinal perspective – tracking changing sentiments, perceptions and priorities over the course of surveying. Survey data do not enable individual respondents to be identified and officers share headline analyses with

other Councils and the LEP for the purpose of informing policy and decision-making on the basis of primary, local impact analysis.

- 4.2.6 Businesses' concerns and priorities shifted significantly over the April-June 2020 period. The biggest demand and expectation for Council intervention was around grants/funding and technical assistance/guidance/support. Rents and business costs also featured heavily – liquidity, the restoration of revenue streams and cash were clearly a primary concern.

Proposal:

- Continue to provide local grants delegated by central government, such as the Additional Restrictions Grant (ARG);
- Design schemes to distribute financial support to those enterprises and industries most impacted by the Pandemic;
- Enhance the provision of one-to-one and one-to-many technical support for local businesses and streamline signposting to other trusted providers/sources.

- 4.2.7 As of 22 February 2021, the current survey has had 247 responses, with around half self-identifying as *tourism*-focused enterprises. Key findings to date across all areas broadly mirror the responses from April-June 2020 and GYTABIA's research:

- There has been relatively low uptake of LEP-administered grants relative to district-administered grants;
- Overall, *costs and cashflow* remain the immediate business concerns, but employee *absenteeism and availability* has steadily increased since the start of surveying;
- There's a clear demand for and expectation around both financial support and technical support, advice and assistance from Councils – currently, in the near future and when restrictions are eased;
- Nearly 80% of respondents report that their key staff are unable to work from home;
- Around a quarter of respondents have been able to move at least some of their business online and a further 6% plan to do so;
- Around a fifth of respondents report that when restrictions are lifted, they should be able to return to *business-as-usual* almost immediately, but *6+ months* is the most frequent response;
- Respondents report a 10% reduction in full-time (FTE) workforce size since pandemic restrictions came into force last Spring. Around a third of FTE posts are furloughed and around a third are subject to unpaid leave or reduced hours;
- 90% of respondents report reduced revenues relative to 2019/20, with a quarter reporting a 100% drop in revenues – with a similar outlook for at least the next three months;
- The impact upon the supply of raw materials, products and/or services to enterprises is becoming less severe;
- Around 40% of respondents report no adverse impact to trade from Brexit to date; just under 10% report 'severe' effects.

### 4.3 Other intelligence and analysis

- 4.3.1 Analysis and collation of contemporary research of the current and local impact of the Coronavirus crisis on sectors, gross value-added (GVA) and different workforces (including

different impact scenarios published by Bank of England , Pricewaterhouse Coopers, the OECD, Office for National Statistics etc.) clearly identify a number specific sectoral susceptibilities in terms of the projected impact upon both the local economy and local workforces.

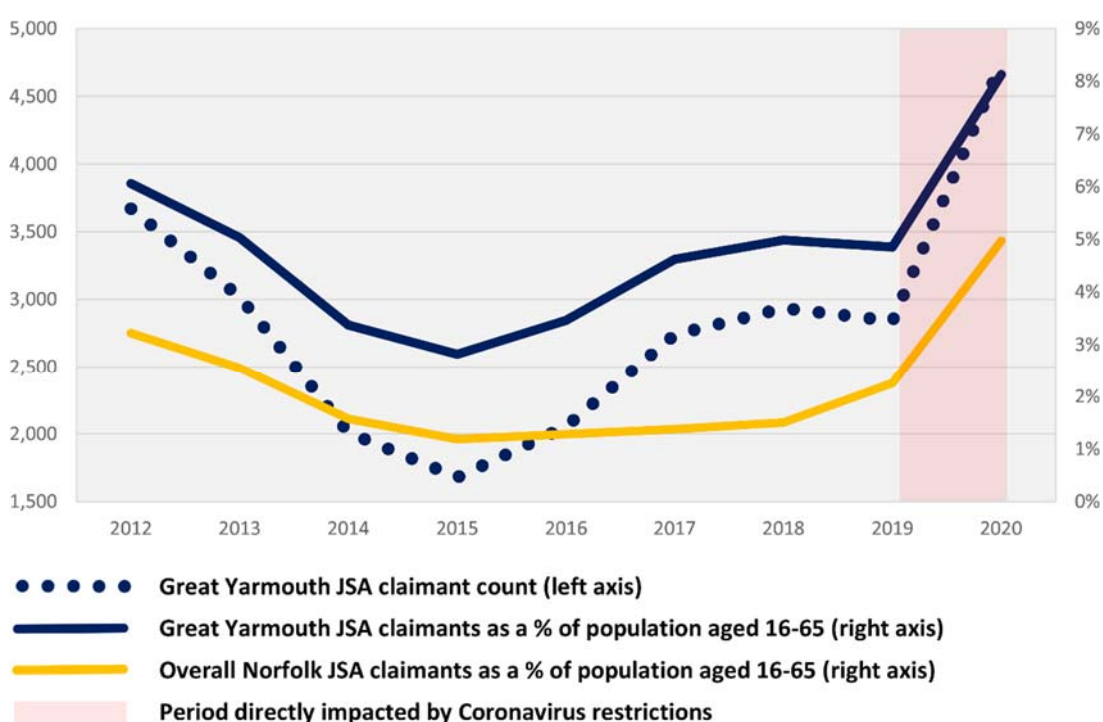
- 4.3.2 These data echoed the Council’s own surveying and illustrate the particular challenge faced by organisations that comprise the tourism sector; accommodation and food services, arts, entertainment and recreation/leisure, retail and manufacturing – as well as younger, female, lower-earning or BAME workers.

**Proposal:**

- Focus schemes and delivery on sector-specific support – in particular, those in the creative industries, hospitality, the visitor economy sector and energy businesses;
- Seek to promote and extend the *Fit4Offshore* Project.

- 4.3.3 Obtaining contemporary district-level data on the impact of the Pandemic has been challenging. Officers are working closely with the Norfolk Office of Data & Analytics (NODA) to ensure that monitoring and intelligence provide granular local data to identify local priorities and guide decision-making in respect of response and recovery.

- 4.3.4 Job Seekers Allowance claimant counts are a headline indicator of local economic impact. Between November 2019 and November 2020, the local rate increased by 3.3%, compared to a Norfolk-wide increase of 2.7% – indicating that the Borough has been disproportionately affected, as illustrated in the following graph.



- 4.3.5 The Department for Work & Pensions *State of The Group Report* (January 2021) provides other measures of local impact. The following tables summarise local claimant counts (combining people claiming Universal Credit that are seeking employment and people claiming *New-Style*



Jobseekers Allowance) and Universal Credit claimants. Please note that the two separate measures numbers are not directly comparable as they use different geographical bases.

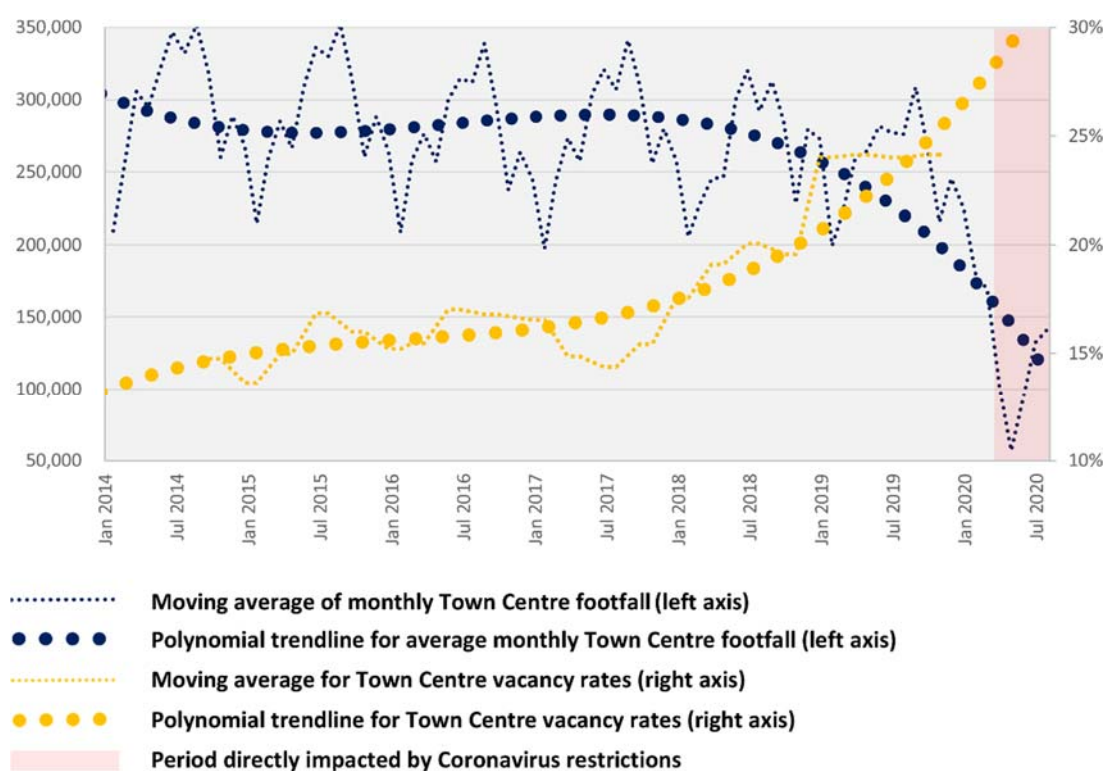
#### Claimant Count

Dec-19	2,945
Oct-20	4,435
Nov-20	4,715
Dec-20	4,665
Month-on-month change	-1.1%
Year-on-year change	58.4%

#### People on Universal Credit

Dec-19	9,510
Sep-20	13,974
Oct-20	13,983
Nov-20	14,203
Dec-20	14,521
Month-on-month change	2.2%
Year-on-year change	52.7%

- 4.3.6 Local retail centres are fragile due, amongst other factors, to the number and types of enterprise present and a wider, ongoing context of declining footfall. Daytime and evening Town Centre footfall trends and a direct correlation to increasing vacancy rates are illustrated in the following graph, which was prepared for the Council's Future High Streets submission; the blue plots show declining footfall and the yellow plots show increasing vacancy rates.



- 4.3.7 Norfolk County Council's own report on the long term economic and societal impact of Covid on Norfolk projects a possible longer-term suppression of Norfolk's GDP, subdued employment rates and a return to growth in household income and consumption no earlier than 2022. Phase II of this work will focus on longer-term economic and societal impacts, including health, alongside opportunities for a green recovery and more localised economic powers.

Proposal:

- Support local independent retailers to 'Go Digital' in order to continue trading and compete effectively in the longer-term;
- Provide focused support for independent retailers to sell via mainstream online retailers including Amazon Small Business, Etsy, eBay and others;
- Incentivise shoppers and footfall to return to the town (when safe and legal to do so), including exploring voucher/discount schemes;
- Provision of start-up support to encourage self-employment, entrepreneurialism and retraining schemes as viable routes to economic inclusion.

- 4.3.8 *Paragraph 4.2.2* highlights the particular impact on the tourism and leisure sector. Using the *Cambridge Model* of induced tourism spend, The impact of the cancellation of cultural/artistic/tourism provision in Great Yarmouth in 2020, alone, is projected to be around £11m, extending the economic impact far beyond those enterprises directly servicing the relatively fragmented tourism sector and its heavy reliance on a self-employed workforce.
- 4.3.9 Any erosion of actual cultural infrastructure could have long lasting impact on access to the arts, careers in the creative sectors and Great Yarmouth's position as leader in this sector and as a major contributor to tourism GVA.
- 4.3.10 There is a clear need to both a) ameliorate the immediate financial impact of the pandemic at the levels of both individual tourism/culture-focused enterprises and the local economy, and b) build longer-term capacity within relevant sectors to facilitate the adaptation to emerging tourism trends and visitor expectations – particularly catering for increased experiential and out-of-season visitor spend.
- 4.3.11 Overseas tourism – inbound and outbound – is unlikely to recover quickly, presenting an immediate opportunity to capitalise upon latent demand for day trips and overnight stays; attracting visitors outside of the main summer season is key to driving growth and productivity, as well as creating revenue in the entire value chain. This ambition is addressed within the new Culture, Tourism and Heritage Strategy. A progress summary is provided in *Annex 2* and, separately, in the complementary Economic Development Paper updating members on the Culture, Heritage and Tourism Strategy Delivery Plan progress.

Proposal:

- Continue to develop the 2021/22 Winter Programme of events;
- Prioritise support to the creative and cultural industries, particularly creative entrepreneurs.

## 5 BUSINESS SUPPORT AND NEXT STEPS FOR RECOVERY

- 5.1 *Annex 1* and *Annex 2* include reference to a number of adaptations to the delivery of business support and economic growth being explored or progressed in response to the ongoing pandemic and emerging local need. This section sets out options to further refine and extend business support reach and capacity in response to the analysis set out in *Section 4*.
- 5.2 In addition to a responsive service, effective signposting, outreach to – and active engagement with – local businesses is essential in the context of both the Pandemic and the end of the UK/EU transition period on 31 December 2020.



- 5.3 The Economic Growth function is primarily focused on providing direct businesses support, designing, delivering and managing systems distributing local business grants delegated to the Council under national schemes, such as the 2020 Discretionary Grant Scheme and the 2020/21 Additional Restrictions Grant (ARG) scheme. Targeted wrap-around support for businesses, including webinars and online surgeries, have taken place and will be developed further.
- 5.4 Analysis undertaken by officers indicates that – should uptake rates for ARG funding proceed as anticipated – there will be a residual budget of around £500K for wider business support, in line with the funding conditions conferred on the Council.
- 5.5 Options to further adapt and extend business support functions to address immediate and ongoing economic challenges are being explored, with options including:
- Digitalisation, diversification and e-commerce technical support for SMEs;
  - Sector specific support – in particular those in the creative industries, hospitality / visitor economy sector and energy businesses;
  - Support for businesses seeking specific advice, including skills and inclusive growth;
  - Support and facilities for local start-ups, entrepreneurs and the self-employed;
  - Voucher schemes to support independent foodservice enterprises and attractions;
  - Grant schemes to support high street businesses.
- 5.6 Other District and Borough Councils are also looking to develop their own *Wider Business Support* packages using the Additional Restrictions Grant to support recovery over the next year. Officers have commenced discussions on the alignment of schemes to provide coordination and consistency across Norfolk. Early discussions indicate that others are developing schemes similar to those presented in *Paragraph 5.5* and intend to provide additional resource to deliver the programmes.
- 5.7 Members are asked to comment on and/or recommend alternative options for officers to develop as scalable, responsive proposals – co-ordinating with other districts as appropriate – with oversight from the ARG Member Working Group.

## **6 STRATEGIC PROGRAMMES**

### **6.1 Future High Streets Fund**

- 6.1.1 A Treasury *Green Book*-compliant full business case (FBC) comprising a £49.3m suite of capital interventions – for which £19.9m Future High Streets Funding was sought – was submitted to MHCLG on 5 June 2020.
- 6.1.2 On 26 December 2020, MHCLG announced that 15 locations had been awarded full funding of between £9.6m and £25m each. Great Yarmouth was one of 57 locations awarded 69% of the funding that they had sought, amounting to £13,774,430. It's noted that some towns were unsuccessful in securing any FHSF funding.
- 6.1.3 The competitive phase of the process is, therefore, complete. MHCLG provided guidance and £5,000 additional funding to enable GYBC to re-engage consultants, Amion, and revise the FHSF 'ask' to a maximum of £13,774,430.

- 6.1.4 This exercise is a *Technical Update* to ensure headline *benefit:cost ratios* (a Government measure of the relative costs and benefits of a proposed project) aren't eroded by any revision, that there aren't material changes to deliverability, co-funding etc. It has signalled its intent to sign funding agreements as quickly as possible.
- 6.1.5 The Officers Working Group met with Amion on 11 January to review the programme within the funding that has been allocated and recommendations were presented to and approved by the Policy & Resources Committee on 25 January. That report provided sets out proposals to realise the overall ambition in line with the value of the funding award.
- 6.1.6 This revised programme structure will a) enable drawdown of the highest possible value of FHSF funding, b) maintain the headline *benefit:cost ratio* requirement, and c) focus on those projects that could be delivered at pace with the minimum co-dependencies. The proposals were submitted to MHCLG in early February, with a decision current expected by the end of March.

## **6.2 Town Deal**

- 6.2.1 A stakeholder-led Town Investment Plan was submitted to BEIS on 11 December on behalf of the Town Board, which brings together elected members, strategic place leaders, investors and entrepreneurs, academics, and creatives. Their collective understanding of local strengths and challenges was underpinned by extensive and ongoing community and stakeholder engagement, captured four distinct priority themes:
  - Theme 1: Growth, regeneration and business development
  - Theme 2: Skills and aspiration
  - Theme 3: Arts, culture and tourism
  - Theme 4: Connectivity and sustainability
- 6.2.2 Delivery groups assigned to each theme developed specific interventions to unlock and amplify inclusive economic growth through an options analysis process.
- 6.2.3 23 of the 28 individual capital projects identified in a *Readiness Checklist* submitted to BEIS in early 2020 were sufficiently well-developed to be scored using an agreed prioritisation framework. The 10 highest-scoring interventions were adopted by the Town Board as *Immediate Investment Priorities* – for each of which, Town Deal co-investment is sought.
- 6.2.4 Our ask is for £24,780,390 to leverage co-investment of over £36m and deliver a £61m programme of Immediate Investment Priorities.
- 6.2.5 The next 10 highest-scoring interventions were recorded as complementary *Wider Investment Ambitions* that will add value to – and derive value from – these interventions but for which no immediate Town Deal funding is sought. A number of complementary these initiatives are being progressed through the Future High Streets programme.
- 6.2.6 BEIS has advised that it will respond to the Town Investment Plan on or around budget announcements scheduled for 3 March with the issuing of draft heads of terms and an invitation to proceed to *Stage 2 Business Case Development* considered the most likely outcome.

## **7 FINANCIAL IMPLICATIONS**

- 7.1 The Council has been allocated £2.8 million for support to businesses under the Additional Restrictions Grant programme. The vast proportion has been allocated to provide grants to eligible local businesses. The next step is to coordinate *Wider Business Support* proposals in line with other District and Borough Councils.
- 7.2 Using primary and secondary data collated by officers – and in discussion with other authorities – proposals are presented in *Section 5*. Whilst these schemes are eminently scalable, as presented they will cost around £500K, including a small provision for additional delivery support and impact monitoring.
- 7.3 Members are asked to comment on and/or recommend alternative options for officers to develop as scalable, responsive proposals with oversight from the ARG Member Working Group.

## 8 RISK IMPLICATIONS

- 8.1 The biggest risk at present is the impact of the Pandemic on the economy. Whilst this has affected the company as a whole, the impact in Great Yarmouth has been – and probably will be – amplified by the susceptibility of key employers and industries (e.g. the visitor economy).
- 8.2 Whilst officers and partners are working hard to deliver support for the economy in line with the objectives in the Council's *Pathway to Recovery* plan and the New Anglia Economic Recovery Plan, there is a risk that an already fragile economy will be further damaged by future waves and resulting restrictions to trade and impact upon public health, this could risk the success of the outcomes of the Economic Growth Strategy and Action Plan.

## 9 CONCLUSIONS

- 9.1 This Report presents to members and officers progress against the Economic Growth Strategy Delivery Plan and *Pathway to Recovery* plan since the preceding committee meeting on 26 October 2020.
- 9.2 It also outlines the adaptation of the Council's economic growth function to the current operating environment and sets out options to extend business support reach and capacity. Local and independent analyses of the economic impact of the Pandemic are also presented.

## 10 BACKGROUND PAPERS

- Annex 1: Economic Growth Strategy Delivery Plan
- Annex 2: Recovery Progress Report
- Annex 3: Council Grants Summary Report

Area for consideration	Comment
Monitoring Officer Consultation:	As part of the ELT process
Section 151 Officer Consultation:	Prior to the drafting of the paper, including discussions on the wider business support proposals.
Existing Council Policies:	Great Yarmouth's <i>Pathway to Recovery</i> normalisation and recovery plan Great Yarmouth Economic Growth Strategy

Financial Implications:	As outlined in the Report
Legal Implications (including human rights):	None
Risk Implications:	As identified in report
Equality Issues/EQIA:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable










# Economic Growth Strategy Delivery Plan

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

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

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










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

Cross Cutting Themes									
	Local Procurement		Resilience & Recovery		Clean Growth		Skills		Visitor Economy
	Housing Heritage & Assets		Enterprise		Future High Streets		Town Deal		

## Theme 1: To have secured new inward investment in the Borough, creating a vibrant economy and matching local skills provision with future job and career opportunities

### Corporate Plan Strategic Priorities:

- To actively work with businesses to ensure that supply chain opportunities are maximised, and Great Yarmouth has strengthened its status as a hub for expertise in clean energy and decommissioning
- To attract new investment into the borough through the promotion of the port, expertise, and land availability with a focus on the opportunities in the offshore energy sector and nuclear sector
- Extend Beacon Business Park and encourage growth in the South Denes Enterprise Zone to support new businesses establishing themselves as well as attracting existing businesses to expand
- Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47

	Aim	Outcome	Progress	Cross Cutting Themes								
												
1.1	Deliver the Norfolk and Suffolk Offshore Wind Competitiveness Programme	<ul style="list-style-type: none"> <li>• A coherent, coordinated and collectively-owned brand</li> <li>• Direct business support to the all energy supply chain</li> <li>• Inward investment</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibited at several 2020 trade shows in partnership with EEEGR, private sector and LEP</li> <li>• Production Bureau engaged and branding concept agreed by EEEZ stakeholder groups and All Energy Industry Council (AEIC)</li> <li>• Enveloping marketing and promotion strategy has been drafted and is being consulted on</li> </ul>	✓	✓	✓				✓		
1.2	Develop an offshore O&M Campus on South Denes	<ul style="list-style-type: none"> <li>• O&amp;M campus</li> <li>• Continued development of the South Denes and Great Yarmouth energy cluster as a centre of excellence</li> <li>• Direct inward investment by the offshore renewables sector</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with key stakeholders ongoing</li> <li>• £6m was secured from the Getting Building Fund in Autumn 2020</li> <li>• An application to the Norfolk Business Rates Pool for funding of £1m was submitted on 4 February 2020</li> </ul>		✓	✓	✓			✓		✓
1.3	Develop business conferencing and incubation facilities	<ul style="list-style-type: none"> <li>• Creation of a flexible and collaborative workspace with wrap around support for small and early stage businesses within the offshore energy supply chain</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of Stage 1 Feasibility Report</li> <li>• £3.7m support for the Energy Incubator has been sought through a Town Deal, with a combined O&amp;M Campus and</li> </ul>	✓		✓	✓		✓	✓		✓

			Incubator included as one of ten Immediate Priority Investments										
1.4	Extend the Beacon Park Enterprise Zone	<ul style="list-style-type: none"> <li>Inward investment and construction projects unlocked.</li> <li>Uplift in Business Rates revenue retention to match-fund future projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing discussions with the LEP / seeking funding</li> <li>Included as one of ten <i>Wider Investment Ambitions</i> in the wider Town Deal narrative and Town Investment Plan</li> <li>Allocated in the Local Plan Part 2 with examination starting in March 2021 and ending in April 2021</li> </ul>		✓		✓		✓	✓			
1.5	Southern Terminal Expansion programme	<ul style="list-style-type: none"> <li>Increased trade being undertaken via the port</li> <li>Develop South Denes as a centre of excellence</li> <li>Improved / strengthened flood defences</li> <li>development of a centre of excellence for shallow water decommissioning</li> </ul>	<ul style="list-style-type: none"> <li>Masterplan and feasibility report being completed by WSP and engagement with stakeholders</li> <li>A five-year £40m flood defence scheme is being delivered by the Environment Agency along the River Yare with ongoing discussions with the Environment Agency on future phases; <i>Epoch 3</i></li> <li>The region's only freeport bid – <i>Freeport East</i>, comprising Felixstowe and Harwich – was submitted in January 2021</li> </ul>	✓		✓			✓	✓			✓
1.6	Provide businesses support, guidance and profile exposure via the Enterprise GY service	<ul style="list-style-type: none"> <li>Evidence base and intelligence (Borough Profile)</li> <li>More economically-viable start-up businesses</li> <li>Improved business survival rate</li> <li>Maximised business funding take-up</li> <li>Increased support and profile of local home-grown businesses</li> </ul>	<ul style="list-style-type: none"> <li>Current focus has been on supporting the delivery of Great Yarmouth's Pathway to Recovery normalisation and recovery plan and – in particular – the design and implement systems and oversight of delegated grant schemes; between 24 March 2020 and 2 February 2021, 9,738 grant awards were made to local enterprises, totalling £44,796,958</li> </ul>	✓	✓	✓	✓	✓		✓			
1.7	Working in partnership to develop improve road physical connectivity and enhanced gateways to the Town	<ul style="list-style-type: none"> <li>Dualled Acle Straight / A47</li> <li>Improvement to Vauxhall, Garton and Harfreys roundabouts</li> <li>Great Yarmouth Third River Crossing</li> <li>Improvements in physical connectivity</li> </ul>	<ul style="list-style-type: none"> <li>A47 Alliance has made the dualling of the Acle Straight a top priority</li> <li>Vauxhall roundabout improvements are being progressed</li> <li>Work on the Third River Crossing has commenced with completion expected in early 2023</li> <li>A £150K programme of physical improvements to the rail station has been</li> </ul>	✓	✓			✓	✓	✓	✓	✓	✓

			set out as an <i>Immediate Investment Priority</i> in the Town Investment Plan <ul style="list-style-type: none"> <li>A Local Cycling and Walking Infrastructure Plan (LCWIP) has been produced, with two improved pedestrian/cycle thoroughfares proposed in the Town Investment Plan</li> </ul>										
--	--	--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--	--	--	--	--	--

## Theme 2: GY and Gorleston are important community hubs and places where people choose to live as well as work, shop and undertake leisure activities

### Corporate Plan Strategic priorities:

- Shape our town centres to make them places where people will choose to visit, shop, socialise and live
- Continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate re-development
- To transform The Conge as the key linkage between the railway station and town centre by delivering a mix of new residential and employment opportunities as well as improving the physical environment
- Convert greater numbers of planning permissions into developed out sites

	Aim	Outcome	Progress	Cross Cutting Themes									
													
2.1	Deliver the Marketplace redevelopment as a key project within the Future High Street Fund Programme	<ul style="list-style-type: none"> <li>Redevelopment of the historic Market Place</li> <li>Improved footfall and pedestrian permeability</li> </ul>	<ul style="list-style-type: none"> <li>Planning consent granted for the Market Place redevelopment in September 2020</li> <li>Market Place reconfiguration and improvements to the covered market are key part of the Council's successful £13.7m Future High Streets Fund submission</li> <li>A £2.4m green mobility programme (enhancement of Seafront to Town Centre connectivity) has been set out as an <i>Immediate Investment Priority</i> in the Town Investment Plan</li> </ul>	✓	✓			✓	✓	✓	✓	✓	












2.2	Develop and deliver a mixed use (residential and commercial) scheme on the Conge	<ul style="list-style-type: none"> <li>Enhancement of The Conge as a gateway to the Town</li> <li>Increased residential density and demand for goods/services within the Town Centre.</li> <li>Gateway for the Great Yarmouth Town Centre established as important community hub</li> </ul>	<ul style="list-style-type: none"> <li>Successful funding bid to the Norfolk Pooled Business Rates fund to further develop the scheme.</li> <li>Detailed plans have been submitted for a new residential quarter on this edge-of-centre location</li> <li>P&amp;R Committee has agreed to focus Future High Streets funding on more oven-ready projects</li> <li>Progress has been made in seeking a Strategic Development Partner and new funding/co-investment</li> </ul>						✓		✓	✓
2.3	Complete strategic regeneration of Hall Quay and North Quay	<ul style="list-style-type: none"> <li>Enhancement of North Quay as a gateway to the Town.</li> <li>Enhancement of Hall Quay.</li> <li>Reduction in local vacancy rates in buildings</li> </ul>	<ul style="list-style-type: none"> <li>Local funding committed for North Quay strategic regeneration, including land assembly and ongoing engagement with key stakeholders</li> <li>The North Quay Supplementary Planning Document was adopted in July 2020</li> <li>North Quay has been included as one of ten <i>Wider Investment Ambitions</i> in the wider Town Deal narrative and Town Investment Plan</li> <li>Hall Quay Supplementary Planning Document has been adopted</li> </ul>					✓	✓			✓
2.4	Deliver a successful Heritage Action Zone programme of investment	<ul style="list-style-type: none"> <li>Enhancing environmental quality Town Centre for all residents and visitors.</li> <li>Safeguarding of local historical and heritage assets</li> <li>Consolidation of sense-of-place.</li> </ul>	<ul style="list-style-type: none"> <li>Shopfronts improvement delegated grants scheme and restoration of: Town Wall; St. Nicholas School railings, Market Rows; No.6 Market Place. The £50K grants scheme was launched alongside other restoration projects in late 2020.</li> <li>Market Place landscaping/planting has been included in interventions within the successful High Streets Heritage Action Zones programme</li> <li>Project posts have been filled and the project is underway</li> </ul>	✓			✓	✓	✓			

2.5	Revolutionise town centre digital connectivity with the provision of a digital infrastructure to improve visitor experience and business connectivity	<ul style="list-style-type: none"> <li>• Electric Vehicle charging points (EVCPs)</li> <li>• Tourism apps</li> <li>• Cashless parking</li> <li>• Digital payments</li> <li>• 4G / 5G provision</li> <li>• E-Scooter</li> </ul>	<ul style="list-style-type: none"> <li>• Maximum funding of £67,220 was awarded by an Office for Low Emission Vehicles funding scheme on 29 January 2020, covering new EVCPs (in Greyfriars, Market Place, Beach Coach Station, Euston Road and St. Nicholas Car Parks).</li> <li>• A future funding application will cover King Street Car Park, Gorleston High Street Car Park and the redeveloped leisure centre car park on the Marina Centre site.</li> <li>• A technology partner for WiFi and geo-sensors has been procured with testing scheduled</li> <li>• A £190K programme (smart deployment of enhanced digital and connectivity infrastructure) has been set out as an Immediate Priority Investment in the Town Investment Plan</li> <li>• The Council has been successful in securing a Government e-scooter trial in the Town Centre, linking up key attractions and transport hubs</li> </ul>	✓	✓		✓	✓	✓	✓	✓	✓
2.6	Unlock inward investment and commercial growth opportunities	<ul style="list-style-type: none"> <li>• Expansion of existing businesses</li> <li>• Facilitation and attraction of new businesses from inward investment enquiries</li> <li>• Increased commercial planning applications</li> </ul>	<ul style="list-style-type: none"> <li>• £702,676 growth-focused LEP funding was awarded to GY businesses between April and December 2020, most of which has been claimed, realising £1,884,983 private sector co-investment</li> <li>• Officer facilitation of inward investment prospects is ongoing. Recent examples include a) a logistics company expanding into the borough from an existing base in Norwich, creating 12 new jobs and investing around £2.1m, and b) a manufacturer in the energy sector, creating 9 new jobs and investing £538K</li> </ul>	✓	✓	✓		✓	✓	✓		

## Theme 3: Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work

### Corporate Plan Strategic priorities:










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

	Aim	Outcome	Progress	Cross Cutting Themes								
												
3.1	Develop a strategic approach to improving skills and provide careers pathways	<ul style="list-style-type: none"> <li>• Improved employment opportunities for residents.</li> <li>• Diversification and increased resilience of the local economy.</li> <li>• Improved median wage levels in Great Yarmouth</li> <li>• Increased number of local people accessing better-paid work.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership work is ongoing to deliver on social mobility and meeting the current and projected needs of both key employers and local residents as part of the wider development of a Borough-level Inclusive Growth Strategy</li> </ul>		✓	✓	✓		✓	✓	✓	
3.2	Explore opportunities with partners to establish a greater HE presence within the Borough	<ul style="list-style-type: none"> <li>• Secure long-term higher skills development that raises aspiration and increases opportunities</li> <li>• increased resilience of the local economy.</li> <li>• retain and attract younger and higher skilled people to work and live in the Borough.</li> <li>• A vibrant local job market</li> </ul>	<ul style="list-style-type: none"> <li>• £7.5m Town Deal funding is currently being sought to establish a new Great Yarmouth University Learning Centre (GYULC) in the Town Centre, working with the UEA, East Coast College, the University of Suffolk and Norfolk County Council</li> </ul>	✓	✓	✓	✓			✓		✓

## Theme 4: A thriving visitor economy with an extended season beyond the summer period

### Corporate Plan Strategic priorities:

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

	Aim	Outcome	Progress	Cross Cutting Themes								
												
4.1	Replace the existing Marina Centre with a high-quality water and leisure attraction	<ul style="list-style-type: none"> <li>• Improved health, wellbeing and increased physical activity by the Boroughs residents.</li> <li>• Further regeneration of the seafront unlocked.</li> <li>• A thriving visitor economy with an extended season beyond the peak summer period.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful applications to the Norfolk Business Rates Pool (BRP), the Accelerated Capital Projects Fund and Sport England</li> <li>• Demolition and clearance are completed and foundation/piling work is underway, in advance of superstructure/steels installation</li> </ul>	✓				✓	✓			
4.2	Restore and repurpose the Winter Gardens	<ul style="list-style-type: none"> <li>• Heritage asset restored</li> <li>• Sustainable business developed</li> <li>• Further regeneration of the seafront unlocked.</li> <li>• Growth in the evening economy.</li> <li>• Expanded year-round tourism and cultural offer.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful application to the Norfolk Business Rates Pool (BRP)</li> <li>• Successfully applied for the NLHF Heritage Horizons Programme and is one of eleven shortlisted projects, with the full application due to be submitted in mid-February 2021</li> <li>• Ongoing dialogue with commercial preferred operator</li> </ul>	✓		✓	✓	✓	✓	✓		✓
4.3	Provide a cultural heritage centre in the Town Centre	<ul style="list-style-type: none"> <li>• Vibrant Town Centre</li> <li>• Great Yarmouth Town Centre established as important community hub</li> </ul>	<ul style="list-style-type: none"> <li>• GYPT has purchased 14 King Street,</li> <li>• GYPT undertaken fully measured survey</li> <li>• Plans now in development for conversion and sustainable reuse,</li> <li>• No. 14 has reached RIBA Stage 3</li> </ul>						✓		✓	

		<ul style="list-style-type: none"> <li>• A thriving visitor economy with an extended season</li> <li>• Enhanced cultural place-making,</li> <li>• Growth in the evening economy</li> </ul>	<ul style="list-style-type: none"> <li>• The project is a key part of the Council’s successful £13.7m Future High Streets Fund submission</li> </ul>											
--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--	--	--	--	--	--	--

Acronym List	
<i>GYBC – Great Yarmouth Borough Council</i> <i>GYTABIA - Great Yarmouth Tourism &amp; Business Improvement Area</i> <i>GYTCP – Great Yarmouth Town Centre Partnership</i> <i>GYPT - Great Yarmouth Preservation Trust</i> <i>NCC – Norfolk County Council</i>	<i>LEP - Local Enterprise Partnership</i> <i>VEE – Visit East of England</i> <i>BR- Business Rates</i> <i>SE – Sport England</i> <i>FGP – Freshly Greated Project funded by Creative People and Places</i>

# Recovery Progress Report, 10 February 2021

New Anglia LEP's *Covid-19 Economic Recovery Restart Plan* and Great Yarmouth's *Pathway to Recovery* normalisation and recovery plan both provide an operational framework for Coronavirus response and recovery. Four themes are set out under the *economy* theme of the Great Yarmouth document, progress against each of which is set out under the relevant heading from that document.

## 1. Business support: assembling intelligence and analysis on the Pandemic's impact; maximising local uptake of the grants, reliefs and support available; providing business support/advice; building Council capacity through new funding opportunities

Assembling intelligence and analysis on the Pandemic's impact	RESPOND	→	ADAPT	→	INNOVATE
GYBC led local business impact surveying between April and June 2020 on behalf of the Borough, South Norfolk and Broadland. Since mid-January 2021, it has led surveying on behalf of all the Norfolk districts with the exception of Breckland in order to provide primary, local evidence. Headline analyses are shared with other Councils and the LEP.	●		●		
Officers are collating/integrating contemporary LEP-level and national intelligence, to assess the current/projected impact of the Pandemic in order to inform policy and decision-making. Officers continue to share intelligence with other key partners, including from the LEP and central government to align best practice.	●		●		
Maximising local uptake of the grants, reliefs and support available	RESPOND	→	ADAPT	→	INNOVATE
Officers continue to design and implement systems and oversight to receive, manage and locally-administer national government business grant funding, providing underwriting, due diligence and eligibility checks. Between 24 March 2020 and 2 February 2021, 9,738 grant awards were made to local enterprises, totalling £44,796,958.	●		●		
Officers prioritise and engage local enterprises (by sector, operational sensitivity, supply chain, proximity of workers etc.) to support with workplace Lateral Flow Testing in support of business continuity/resilience.			●		
Officers are actively supporting businesses to apply for the LEP's grant schemes, including the Business Resilience & Recovery Scheme and the Visitor Economy and Wider Economy Grant Scheme. Total LEP funding of £702,676 was awarded to GY businesses between April and December 2020, with £1,884,983 private sector co-investment realised.			●		●
Providing business support/advice	RESPOND	→	ADAPT	→	INNOVATE
Enterprise support is being delivered through both EnterpriseGY and the New Anglia Growth Hub, which is the Government-backed <i>one-stop</i> portal for businesses. Call handling is undertaken by both the Growth Hub and by Council officers. 9,000+ calls have been made by officers to actively seek out eligible businesses that hadn't claimed support.	●				
There is ongoing collation, syndication and dissemination of information, updates and news through the website social media channels, regular e-shots and Council Comms channels to reinforce official Coronavirus messaging, signpost to internal and third party events and resources, provide links to local job opportunities etc.	●				●
Officers are programming regular virtual business networking/workshop sessions – including <i>Coastal Connect</i> – in partnership, wherever appropriate, including the launch of the East Coast Manufacturing Group, in partnership with East Suffolk Council and New Anglia Advanced Manufacturing & Engineering (NAAME).			●		●
Officers are currently developing/curating resources to promote and enable self-employment as a route to economic inclusion which will soon become a gap in provision due to the winding down of the New Anglia Growth Programme, whose current EU-funding concludes in 2020.			●		●
Officers actively promoting the <i>New Enterprise Allowance</i> (NEA) scheme to help unemployed people start their own business through mentoring and financial support to smooth the transition from welfare to self-employment			●		●
Officers now undertake a 'Key Account Management' approach, providing direct enterprise outreach and establishing an ongoing dialogue with priority local businesses, providing a local sounding board for the Council, utilising a range of appropriate formats such as regular e-shots to enterprises on a cleansed CRM database.					●
Promotion of the new <i>Norfolk Knowledge Hub</i> , which has recently been established by Norfolk Chambers of Commerce and Norfolk County Council as a free-to-view online business support and learning space to support local businesses recover and thrive.					●

Officers streamlining business support and economic development webpages to curate a library of practical business growth and recovery webinars, clinics/workshops, tools and other one-to-one and one-to-many learning assets.			●
Officers will be actively promoting the new <i>CHANCES</i> programme, which will work with economically-inactive cohorts to move them closer to or into the labour market, increasing the pool of local talent from which businesses can recruit and increasing the skills, knowledge and capability of individual residents.			●
<b>Building Council capacity through new funding opportunities</b>	RESPOND →	ADAPT →	INNOVATE
Officers now integrating the former Economic Growth Reference Group, comprising economic growth stakeholders/partners, into the Growth and Regen subgroup of the established and formally-constituted Town Board, nominal <i>owner</i> of the Town Investment Plan submitted to Government in support of a Town Deal.		●	
EnterpriseGY continues to provide virtual local business support and facilitation, although current staff capacity is largely directed at the processing of local delegated grant applications.		●	●
Delivery of a BEIS pilot funding programme that will monitor the effectiveness of regulatory and business advice, therefore improving the provision of business advice to improve compliance and a reduced need for enforcement.			
Opportunities for wider business support capacity building through the Council's new Additional Restrictions Grant (ARG) allocation are currently being explored in line with other District and Borough Councils.		●	●
Inward Investment is developing an Inward Investment Plan - in order to provide a more seamless enquiry and processing front-end with active key-account-management, identifying and promoting the Boroughs key assets including land and building vacancies, development of a bespoke introductions service, integration with other 'soft landing' incentives and enquiry tracking.			●
<b>2. Sector support: promotion of the Borough and local capabilities to support recovery in different scenarios; supporting the transition to a year-round visitor economy through the Culture, Tourism and Heritage Strategy; Supporting an 'all energy' recovery, including delivery of an Operations &amp; Maintenance Campus and Energy Incubator</b>			
<b>Promotion of the Borough and local capabilities to support recovery in different scenarios</b>	RESPOND →	ADAPT →	INNOVATE
The Council-led Offshore Renewables Competitive Positioning Programme is working alongside the All Energy Industry Council (AEIC) to develop/deploy coherent, coordinated and collectively-owned branding to maximise our visibility to Government/investors and enable it to compete effectively in national/international markets.		●	●
<b>Supporting the transition to a year-round visitor economy through the Culture, Tourism and Heritage Strategy</b>	RESPOND →	ADAPT →	INNOVATE
Funding secured through Towns Fund <i>accelerated projects</i> provisions to provide the equipment required to deliver a coordinated Winter Programme of cultural interventions that responds directly to the Coronavirus challenge to animate the seafront, town and wider borough.	●	●	●
Officers are reviewing the Economic Growth Action Plan on an ongoing basis to ensure sector-specific plans link to those that have been launched as part of wider recovery work – for example, the Visit East of England (VEE) and Visit Norfolk strategies for the Tourism Sector, with a Covid-19 Tourism group, coordinated by VEE and the LEP.	●	●	
A number of initiatives are underway under the Culture, Tourism and Heritage Strategy to reflect and anticipate consumer trends and cater to new market segments in order to a) capitalise economically upon out-of-season, year-round and experiential vacationing and b) improve the local 'offer' to visitors and current/future residents.		●	●
A bid has been submitted to the EXPERIENCE programme to selectively upgrade and animate borough walking trails to enable safe, year-round access to underutilised areas, challenging preconceptions about the Town and reinforcing both the coastal environment and its status as natural gateway to the Broads National Park.		●	●
A full National Heritage Lottery Fund application for co-investment in the restoration of the Winter Gardens – a key, year-round seafront attraction that will cater to new markets – is due to be submitted in mid-February 2021 and there is ongoing dialogue with commercial preferred operator.		●	●
Demolition and clearance of the former Marina Centre are complete and foundation/piling work is underway, in advance of superstructure/steels installation. Construction milestones are being delivered, with capital works continuing during lockdowns.		●	

Supporting an 'all energy' recovery, including delivery of an Operations & Maintenance Campus and Energy Incubator	RESPOND	→	ADAPT	→	INNOVATE
£6m was secured from the Getting Building Fund in Autumn 2020 to progress the Operations & Maintenance (O&M) Campus project in partnership with Norfolk County Council. An application to the Norfolk Business Rates Pool for funding of £1m was submitted on 4 February 2020;			●		●
The Council and Norfolk County Council submitted co-ordinated responses to the Freeports consultation. The region's only freeport bid – Freeport East, comprising Felixstowe and Harwich – was submitted in January 2021 with the endorsement of New Anglia LEP.			●		
£3.7m support for the Energy Incubator has been sought through a Town Deal, via the Town Investment Plan submitted in December 2020. Officers are ensuring that all strategic activity directly supports New Anglia's Covid-19 Economic Recovery Restart Plan and emerging All Energy Industry Council Recovery Plan.			●		●
3. Employment and skills: progressing work to deliver on social mobility and meet the current and projected needs of employers and residents					
Developing local skills infrastructure	RESPOND	→	ADAPT	→	INNOVATE
Town Deal funding is currently being sought to establish a new Great Yarmouth University Learning Centre (GYULC) in the Town Centre, implementing an MoU recently agreed by GYBC, the UEA, East Coast College, the University of Suffolk and Norfolk County Council.			●		●
Strategic social and economic mobility	RESPOND	→	ADAPT	→	INNOVATE
Enterprise GY continues to work in active partnership with the DWP / Job Centre Plus and the LEP to publicise and promote job, apprenticeship, agency and placement opportunities around the borough, including critical roles in logistics, healthcare and the food/drink supply chain.	●				
The Council is a formal participant in the Kickstart programme, brokering high quality six-month work placements for people aged 16-24 deemed at risk of long-term unemployment due to the Pandemic. The scheme launched here on 22 December 2020. Kickstart has reported that 63 local placements have been offered with 26 businesses.	●				
Ways of maximising local access to and uptake of a number of other locally-available schemes are also being explored with partners, including Norfolk County Council's new <i>Employer Training Incentive Programme</i> , which will support additional training by employers to enhance productivity, efficiency or vocational effectiveness.			●		
Partnership work is ongoing to deliver on social mobility and meeting the current and projected needs of both key employers and local residents as part of the wider development of a Borough-level Inclusive Growth Strategy, recognising that Borough and LEP recovery strategies make explicit reference to skills and reskilling.			●		●
4. Reopening the high streets: fostering safe, resilient, accessible and sustainable retail environments					
Fostering safe and accessible high streets and commercial centres	RESPOND	→	ADAPT	→	INNOVATE
Where business closure/opening protocols have not been followed, enforcement protocols have been put in place and, where necessary, prohibition notices issued by Council officers, working alongside other agencies.	●				
There is ongoing work with the Town Centre and Tourism BIDs, local business representatives (such as the Chambers of Commerce, Federation of Small Businesses and traders associations) to implement and reinforce safe (re)opening guidance.	●				
A range of measures including ERDF-funded street signage, planters and public realm adaptation schemes have been introduced to embed social distancing and safe pedestrian flow in high streets and enable foodservice businesses to increase trading opportunities. Measures are adjusted as legislation changes or new opportunities arise.	●		●		
The Council has been awarded BEIS funding to capture case studies and best practice on the dissemination of Coronavirus messaging for businesses through local authorities, the LEP and other key stakeholders and a three month-post has been contracted to undertake this work.			●		●
Fostering resilient and sustainable high streets and commercial centres	RESPOND	→	ADAPT	→	INNOVATE
All strategic capital programmes are being challenged against a) the current and projected impact of the Coronavirus pandemic, including deliverability, co-financing and likely short- and longer-term structural changes in the economy, comprising interconnected programmes to accelerate the improvements in local social and economic health.	●				



The Council is exploring options to buy into Norfolk County Council's new <i>GoDigital</i> programme to guarantee places for local businesses using funds allocated through its Additional Restrictions Grant (ARG) allocation.	●	●	
Increased digitalisation and the migration of retail and other services online will enable more high street and independent businesses to continue to trade and gear up for recovery. A £190K programme of enhanced digital and connectivity infrastructure) has been set out as an Immediate Priority Investment in the Town Investment Plan.	●	●	●
A Local Cycling and Walking Infrastructure Plan (LCWIP) has been produced, with two improved pedestrian/cycle thoroughfares proposed in the Town Investment Plan to change perceptions to establish and reinforce safer new travel <i>behaviour</i> patterns.		●	
Both the Future High Street and Town Deal programmes embed digitalisation and other interventions designed to reimagine, recalibrate and future-proof the Town Centre by fostering and supporting the conditions for lively, vibrant and inclusive confluence of enterprises, communities and social/cultural activity.		●	●
The Council has been successful in securing a Government e-scooter trial in the Town Centre, linking up key attractions and transport hubs, and a £2.4m green mobility programme (enhancement of Seafront to Town Centre connectivity) has been set out as an Immediate Priority Investment in the Town Investment Plan.		●	●

# Great Yarmouth Borough Council Grant Schemes Summary Report, 22 February 2021

	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021
Alert level														
First national lockdown														
Second national lockdown														
Tier 2 restrictions														
Tier 4 restrictions														
Tier 5 restrictions (third national lockdown)														
Grant scheme	Payments made	No. beneficiaries												
SBGF	£1,904,000	1,904												
RHLF	£31,570,000	2,821												
DGS	£1,710,000	201												
ARG I	Totals rolled into row, below													
ARG II	£292,685	227												
ARG III	£162,000	55												
LRSO (Open)	£259,496	334												
LRSO (Closed)	£1,685,966	1,137												
LRSO (Closed) addendum I: Tier 2	£44,587	35												
LRSO (Closed) addendum II: Tier 4	£538,178	1,013												
LRSO (Closed) addendum III	£2,245,332	1,006												
LRSO (Sector)	£5,714	2												
CBLP	£4,489,000	1,006												
CSP	£52,000	52												
TOTALS	£44,958,958	9,793												
Grant scheme details			Who is eligible			Amount of grant available								
SBGF (This scheme closed on 30 September 2020)														
Small Business Grant Fund			Small businesses that are experiencing financial hardship, as a result of the pandemic.			A one-off grant of £10,000								
RHLF (This scheme closed on 30 September 2020)														
Retail, Hospitality and Leisure Fund			Supporting ongoing business costs for businesses in the retail, hospitality and leisure sectors.			A cash grant of up to £25,000 per property (with a rateable value of over £15,000 and less than £51,000)								
DGS (This scheme closed on 30 September 2020)														
Discretionary Grant Scheme (Great Yarmouth)			Support for businesses that have ongoing fixed property overheads that were trading on 11 March 2020 and able to provide evidence of a significant fall in income as a result of the pandemic.			Grants of either £2,000, £5,000 or £10,000, with one grant award per business.								
ARG I (This scheme closed on 18 January 2021)														
Additional Restrictions Grant			Two categories of business not eligible for LRSO.  Category 1: businesses that had to close and do not pay Business Rates Category 2: businesses that remained open and trading but suffered drop in turnover of more than 25% compared to same period in the previous year			Category 1: fixed premises costs of <£1,500/month - £500 fixed premises costs of >£1,500/month - £1,500  Category 2: Rateable Value of £15,000 or under - £667 Rateable Value of £15,001 to £50,999 - £1,000 Rateable Value of £51,000 or over - £1,500								
ARG II (This scheme closed on 18 January 2021)														
Additional Restrictions Grant top-up			ARG top-up for specific types of businesses that have received LRSO or ARG support that can provide evidence of a loss of trade as a result of the pandemic: pubs, restaurants, café, hotels, B&Bs and their supply chains.			Non-business-rated - £667 Rateable Value of £15,000 or under - £667 Rateable Value of £15,001 to £50,999 - £1,000 Rateable Value of £51,000 or over - £1,500								
ARG III (This scheme is open and ongoing)														
Additional Restrictions Grant top-up			Three eligible categories.  Category 1A: non-rated business properties told to close Category 1B: rated and non-rated business properties not told to close that supply the hospitality sector Category 1C: businesses that operate from home Category 1D: hospitality top-up for those qualifying for Category 1A, January LRSO scheme or CBLP			Category 1A - £4,000 Category 1B - £2,000 (non-rated) or £4,000 (rated) Category 1C - £2,000 Category 1D - £2,000 (non-rated) or £4,000 (rated)								
LRSO (Open) (This scheme closed on 25 December 2020)														
Local Restrictions Support Grant (open businesses)			Businesses that are allowed to remain open such as those in hospitality and leisure who have been severely impacted by local restrictions, e.g. hospitality, hotel, B&Bs, leisure businesses.			Businesses with Rateable Value of: £15,000 or under - £800.57 £15,001 to £50,999 - £1,200 £51,000 or over - £1,500								
LRSO (Closed) (This scheme closed on 1 December 2020)														
Local Restrictions Support Grant (closed businesses)			Businesses that are required to close, e.g. non-essential retail, hospitality venues, accommodation, personal care facilities, entertainment and tourism venues, indoor and outdoor leisure facilities, community facilities.			Businesses with Rateable Value of: £15,000 or under - £1,334 £15,001 to £50,999 - £2,000 £51,000 or over - £3,000								

LRS (Closed) addendum I: Tier 2 (This scheme closed on 25 December 2020)		
Local Restrictions Support Grant (closed businesses)	LRS top-up for businesses that are required to close as part of Tier 2 restrictions, e.g. public houses, bars or other business that serve alcohol but not table meals.	Businesses with Rateable Value of: £15,000 or under - £667 £15,001 to £50,999 - £1,000 £51,000 or over - £1,500
Grant scheme details	Grant eligibility	Grant details
LRS (Closed) addendum II: Tier 4 (This scheme closed on 4 January 2021)		
Local Restrictions Support Grant (closed businesses)	LRS top-up for businesses that are required to close as part of Tier 4 restrictions, e.g. non-essential retail, hospitality venues, accommodation, personal care facilities, entertainment and tourism venues, indoor and outdoor leisure facilities, community facilities.	Businesses with Rateable Value of: £15,000 or under - £667 £15,001 to £50,999 - £1,000 £51,000 or over - £1,500
LRS (Closed) addendum III (This scheme is open and ongoing)		
Local Restrictions Support Grant (closed businesses)	LRS top-up for businesses that are mandated to close, e.g. non-essential retail, hospitality venues, accommodation, personal care facilities, entertainment and tourism venues, indoor and outdoor leisure facilities, community facilities.	Businesses with Rateable Value of: £15,000 or under - £2001 £15,001 to £50,999 - £3000 £51,000 or over - £4500
LRS (Sector) (This scheme closed on 4 November 2020)		
Local Restrictions Support Grant (specific business sectors)	Businesses that have not been able to reopen since national restrictions were imposed in March 2020, e.g. nightclubs, dance halls, discotheques, sexual entertainment venues and hostess bars.	Businesses with Rateable Value of: £15,000 or under - £667 £15,001 to £50,999 - £1,000 £51,000 or over - £1,500
CBLP (This scheme is open and ongoing)		
Closed Business Lockdown Payment	Businesses that are required to close, e.g. non-essential retail, hospitality venues, accommodation, personal care facilities, entertainment and tourism venues, indoor and outdoor leisure facilities, community facilities.	Businesses with Rateable Value of: £15,000 or under - £4,000 £15,001 to £50,999 - £6,000 £51,000 or over - £9,000
CSP (This scheme closed on 31 January 2021)		
Christmas Support Payment	Wet-led public houses, i.e. those that derive under 50% of their income from food sales.	A one-off grant of £1,000

OPEN

OPEN

**URN:**

**Subject:** Offshore Wind Competitiveness Project: GENERATE Brand Update

**Report to:** Executive Leadership Team, 10<sup>th</sup> February 2021  
Economic Growth Committee, 1<sup>st</sup> March 2021

**Report by:** Michelle Burdett, Head of Inward Investment  
Sara Rushworth, Renewables Marketing Manager

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

This report provides an update on the Norfolk & Suffolk Offshore Wind Competitive Positioning Programme. The project seeks to develop and deploy a coherent, co-ordinated and collectively-owned brand/offer/identity and marketing strategy to complement other strategic and capital initiatives and drive energy sector investment.

#### **Members are asked to:**

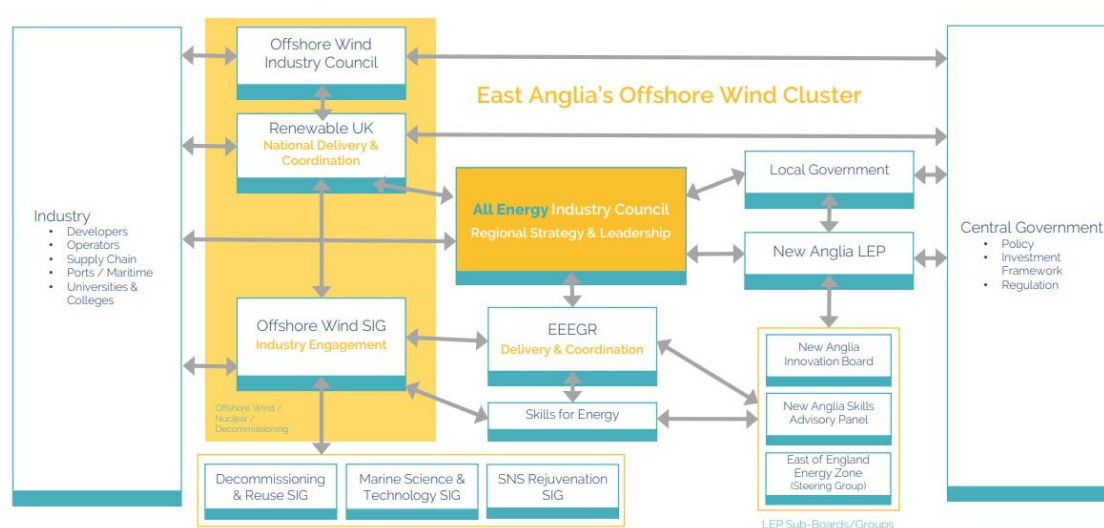
- 1) Review and comment upon the content of the report, noting the progress to date, the preferred branding, next steps and proposals for the completion and rollout of the accompanying marketing strategy.**

## **1. SECTOR CONTEXT**

- 1.1 The offshore energy sector provides Great Yarmouth and Norfolk with arguably the single most important economic opportunity for a generation. Oil and Gas has been a mainstay of the economy for over 50 years and the relatively recent emergence of offshore renewables has presented Great Yarmouth's port, its supply chain and its skills base with the chance of enjoying significant growth and investment.
- 1.2 The New Anglia Norfolk and Suffolk Economic Strategy sets out the opportunity for Great Yarmouth and Lowestoft being the world's largest market for offshore wind along with over 150 serviceable offshore gas assets, employing a combined 8,469 people in 834 local companies. The key opportunity in this sector has been identified as linking offshore generation and energy use, technology and product development across gas and onshore / offshore renewables.
- 1.3 This was further enhanced by the draft Norfolk and Suffolk Local Industrial Strategy which highlights that roughly half of the Sector Deal's 30GW of electricity by 2030 ambition will be delivered off the coast of Norfolk and Suffolk, with 14.5GW in the existing pipeline, valued at £20bn.
- 1.4 The Council along with key partners are prioritising the support to the sector and the supply chain, this includes: the investment in the Ports, the growth and expansion of South Denes, the development of the Operations and Maintenance sector and delivery of a

comprehensive programme of support to the supply chain, delivering the Sector Skills Plan to realise the forecasted 600% growth in well-paid skilled work (6,150 FTEs) and meet the projected operations and maintenance opportunity worth £1.3bn per annum by 2025 in the East of England.

- 1.5 As referred to in paragraph 1.3 the Sector Deal could not be more important as an opportunity for the area. The intention of the brand and its marketing strategy as highlighted in this paper and supporting presentation, is to capitalise on the sectoral opportunity by supporting the development and promotion of ambitious projects to attract and capture new businesses to serve the offshore energy market.
- 1.6 The central role of the All Energy Industry Council is presented in the diagram below. The AEIC provides strategic leadership and combines a pivotal approach to the sector with ‘one voice’ and as laid out in section 2 (specifically paragraph 2.5) is the body that oversees the branding outcomes of this particular project.



- 1.7 The market is fiercely competitive – a number of strategic areas in the UK compete for inward investment and business growth. Whilst not directly competing like for like (each area has their own USPs) there are other bodies seeking to bring in supply chain companies and as such, areas such as the Humber (with their ‘Aura’ brand) and Scotland (with ‘Deep Wind’) all have their own centrally coordinated brand to promote themselves with. This provides an imperative for a modern brand for the east of England and provides the justification for this ‘Offshore Wind Competitiveness Project’ and the resultant ‘GENERATE’ brand.

## 2. BACKGROUND TO THE PROJECT

- 2.1 The Economic Development Committee received, reviewed and endorsed the Economic Growth Strategy (2020-25) and supplementary Action Plan in February 2020. Members also received an update in terms of the delivery of the Economic Growth Strategy and supplementary Action Plan at the 26<sup>th</sup> October 2020 Economic Growth Committee. Theme 1 of the strategy states that the Council (along with its partners) will:

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

- 2.2 As part of this strategic theme, the corporate plan priorities echo this aspiration by stating the council and its partners will:
- actively work with businesses to ensure that **supply chain opportunities are maximised**, and Great Yarmouth has strengthened its status as a hub for expertise in clean energy and decommissioning
  - **attract new investment into the borough through the promotion** of the port, expertise, and land availability with a focus on the opportunities in the offshore energy sector and nuclear sector
  - Extend Beacon Business Park and **encourage growth in the South Denes Enterprise Zone to support new businesses** establishing themselves as well as attracting existing businesses to expand
- 2.3 The project was initiated in response to a clear need – requested by the industry, itself – for a co-ordinated, collective approach to branding and promotion and wrap-around inward investment support to consolidate the area (essentially Great Yarmouth and Lowestoft) as a world leader in offshore wind, maximising its visibility to Government and investors alike and enabling it to compete effectively with established locations, such as the Humber (see paragraph 1.7).
- 2.4 The project was jointly developed by Great Yarmouth Borough Council and Norfolk County Council with the Borough Council named as nominal applicant and was awarded co-funding through the New Anglia Innovative Projects Fund (itself funded through Enterprise Zone *Pot C* revenue). The Borough Council and Suffolk County Council provide *in-kind* co-funding. East Suffolk Council is a strategic partner.
- 2.5 The project itself is overseen by the All Energy Industry Council Project (AIEC) marketing subgroup with day to day oversight provided by the EEEZ Delivery Group and EEEZ Funding and Governance group. This reflects the importance of a bottom-up approach; in order for the exercise to succeed, it must ultimately meet the needs of and be owned and adopted by industry.
- 2.6 The project will provide:
- a) the stakeholder-led development of an umbrella brand, offer and identity using the existing East of England Energy Zone (EEEZ) as its starting point,
  - b) the development of a marketing and promotion strategy for all (public and private) stakeholders to champion;
  - c) a streamlined approach to the promotion of the area at local, national (and when appropriate) international events to deliver maximum impact.
- 2.7 Production Bureau was competitively procured to identify and work with a wide range of private and public sector stakeholders, commencing in April 2020. This exercise captured and combined all strategic requirements and the thematic focus for the new brand, resulting in a comprehensive SWOT analysis.
- 2.8 Key findings were:
- i. there is a need for a completely new brand rather than a refresh of the existing EEEZ brand;

- ii. its scope should cover the whole energy sector, not just offshore wind;
- iii. the clear preference was for a non-geospecific brand with references to *place* reflected in a strapline and/or marketing collateral;
- iv. it must reflect structural changes in the energy sector over the past 12 months, reflecting a holistic 'whole energy approach' in the wider context of *energy transition* (i.e. clean energy).

### 3. BRAND IDENTITY & STRATEGY

- 2.1 With facilitation provided by Production Bureau and the Renewables Marketing Manager, the EEEZ Delivery Group reached a broad consensus on the vision, mission, audiences for and positioning of the brand, with creative design of a number of options undertaken, subsequently.
- 2.2 These were further refined through wider industry and stakeholder outreach and consultation, with a number of iterative changes taking place to reflect and integrate a wealth of feedback. This exercise resulted in development of a preferred concept presented to the EEEZ Funding and Governance group and the AEIC marketing subgroup for final consideration.
- 2.3 The two aforementioned groups (EEEZ Funding and Governance Group and AEIC marketing subgroup) all agreed the final option all succeeds in reconciling a range of diverse and often passionate opinion to reflect the broadest practicable, collective stakeholder input and representation, essential in maximising the likelihood of widespread buy-in and adoption.
- 2.4 A positive consensus was also reached at the AEIC itself, with queries and feedback focused on further work to animate the branding, bringing it to life with illustrative applications – conference collateral, printed material, online etc. The final designs include these revisions and are presented to officers today.
- 2.5 It is clear that branding straplines – example elements might include *East of England*, *unlimited* and *opportunity* – will need to be developed to expand upon the logo and contextualise the messaging according to its specific application.
- 2.6 Following the AEIC's agreement, a *slide deck* summarising the journey, process and output was produced for presentation to the various stakeholder groups. A *brand bible* and guidelines are due to be released later in February, alongside ongoing work to create an Energy Prospectus to promote local assets, capabilities and opportunities.
- 2.7 Physical events and conferences have been severely disrupted by the Pandemic, and a *virtual* launch strategy is now proposed. A topical panel programme with mix of pre-recorded and live content is envisaged to:
  - i. Communicate the brand;
  - ii. Secure stakeholder and wider 'buy-in';
  - iii. Reinforce the brand as an essential connection for the entire energy sector;
  - iv. Initiative and sustain ongoing engagement with the brand.
- 2.8 Key audiences were defined as part of the SWOT work; Government and strategic decision-makers, businesses in national and international markets and the general public. The emerging marketing strategy will be absolutely critical now the branding, itself, has been

agreed by the AIEC. It will address four core elements, set out below with indicative components:

1. Communicating energy opportunities and the Unique Selling Points (USPs) of the area:
  - i. Exhibitions and event prioritisation, approval and evaluation;
  - ii. Energy prospectus;
  - iii. Website and social media and evaluation;
  - iv. *Get Inspired* (GI) talks and virtual presence, leading the narrative
  - v. E-newsletters and e-shots;
  - vi. PR and engagement, responding to news, white papers, government announcements and activity as a go-to industry voice.
2. Collation and dissemination of information and news:
  - i. Website launch and maintenance to reflect news and changing scenery within the energy sector;
  - ii. Social media content plan for existing and new platforms to communicate and sustain dialogue with a wide range of stakeholders.
3. Promote, amplify and support the messages of partners, stakeholders and SMEs in the region, building strong relationships with:
  - i. Skills For Energy and EEEGR;
  - ii. Norfolk & Suffolk Unlimited;
  - iii. Greater South East Energy Hub;
  - iv. Hydrogen East;
  - v. New Anglia AIEC;
4. Bridging the gap between industry and strategic place leaders:
  - i. Identifying projects or ideas and supporting emerging projects by providing accurate costs, resource forecasts and strategic input;
  - ii. Working with the AIEC to support projects where needed;
  - iii. Providing project support to partners e.g. Skills for Energy.

### **3 FINANCIAL IMPLICATIONS**

- 3.1 The approved project budget covers the development and creation of the new brand, the launch activity as well as the strategy which will ultimately provide the long term plan of how to maximise inward investment for the sector over the long term. The project team is currently in the process of finalising the longer-term marketing strategy, including budget scenarios. This will need to reflect wider stakeholder needs/expectations.

### **4 RISK IMPLICATIONS**

- 4.1 The process to date – and bringing a significant number of stakeholders along on that journey – has been complex. Any delays or fundamental revisions to the logo and overall



brand strategy would necessarily result in delays in its rollout and the realisation of the original objectives/outcomes and potentially conflict with the pro.

- 4.2 Should the brand or the strategy not to come to fruition as planned, the ultimate risk is that the competitiveness of the area is reduced and would face increasingly stiff competition from other areas with strong brands such as the Humber (using 'Aura'), Scotland (Deep Wind) and others such as the Solent, and of course international markets.

## **5 CONCLUSION**

- 5.1 This report and accompanying presentation provide a summary of the project, the process to date and the current status of the logo/branding and marketing strategy.

## **RECOMMENDATIONS**

**Members are asked to:**

### **1) Review the content of the report and comment on the proposals**

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	As part of the ELT process
Section 151 Officer Consultation:	As part of the ELT process
Existing Council Policies:	Economic Growth Strategy and Action Plan, Pathway to Recovery Plan
Financial Implications:	As outlined in the Report
Legal Implications (including human rights):	None
Risk Implications:	As identified in report
Equality Issues/EQIA:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable

**URN:**

**Subject:** Culture, Heritage & Tourism Strategy and Delivery Plan

**Report to:** Executive Leadership Team, 17<sup>th</sup> February 2021  
Economic Development Committee, 1<sup>st</sup> March 2021

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

## **SUBJECT MATTER / RECOMMENDATIONS**

This report presents to Members the progress made against the Culture, Heritage & Tourism Strategy's high-level Delivery Plan since its approval by Members in July 2020.

At the July committee, members approved a 10-year Culture, Heritage & Tourism Strategy and Delivery Plan which has been created with input from partners (and latterly adapted to take account of the borough's COVID-19 Pathway to Recovery Plan in terms of safely welcoming people back on to the streets of our lively borough).

Members endorsed the four themes within the Strategy, approving the recommendation to embed arts, culture and tourism as part of the Town Investment Plan.

Members agreed this would be a 'living document' and oversight of the Strategy and Delivery Plan would be undertaken by the Borough's Cultural & Tourism Board, comprising representatives from local, regional and national partner organisations and the Council's Economic Development Committee. As such, this report meets Members' request for a bi-annual update monitoring report on the Strategy's Delivery Plan.

### **Members are asked to:**

- 1) Review and comment on the Culture, Heritage & Tourism Strategy Delivery Plan progress update.**

## **1. BACKGROUND AND CONTEXT**

- 1.1 In July 2020 Policy & Resources Committee received, reviewed and endorsed the Culture, Heritage & Tourism Strategy (2020-2030) and supplementary Delivery Plan which had been developed by the Culture and Tourism Board over a two-year period of research, stakeholder engagement, consultation, learning and benchmarking. (This was later fully ratified by the C&T Board at the proceeding Board meeting in September 2021).

- 1.2 Members also agreed the key Strategy themes. As a reminder the *themes* are:

- 1 Protect, enhance and value the built and natural environments in order to support culture and tourism and attract investment*

- 2 *Ensure the Borough is known for providing great experiences to its communities and visitors*
- 3 *Strengthen the Borough's creative industries by creating the right conditions for imaginative new approaches to take shape*
- 4 *Convert the Borough to an all-year-round destination*

- 1.3 Members endorsed the recommendation that arts, culture and tourism should be embedded in the Town Investment Plan (which is aimed at creating the right conditions with the right infrastructure to support a growing and vibrant economy and place to live for residents), and that this Culture, Heritage & Tourism Strategy (2020-2030) and Delivery Plan would be a key document making-up the evidence-base for the Town Deal.
- 1.4 The Culture, Heritage & Tourism Strategy (CHT Strategy) is also working alongside and supported by the recently approved Economic Growth Strategy and as such, collectively these strategies, action and delivery plans lead a place focused agenda that builds on the key strengths of the borough as a whole.
- 1.5 The CHT Strategy Delivery Plan has been structured into a framework matching the 4 themes with corresponding Aims (see Annex A). These are also aligned with cross-cutting themes (Arts and Culture, Skills and Experience, Community Resilience, Smarter use of Tech, Accessibility, Environmental Responsibility, Sustainable Tourism, Partnerships).
- 1.6 It is important to note that many of these Aims have been assigned to regeneration initiatives and investments the Borough is currently either part of with key partners or taking the lead in driving (e.g. the Heritage Action Zone, Winter Gardens, restoration of heritage assets, the marketplace refurbishment, and major regeneration developments on the Golden Mile). Others are still in the early stages of development, either pending funding outcomes and progress in other areas. Some still require deeper strategic analysis of how they will be delivered, and the resources, partnerships and investment required to drive them forward.
- 1.7 Since members agreed to the Strategy and Delivery Plan being a 'living' and collectively owned document by the Culture & Tourism Board, GYBC officers are now administrating the process and supporting the collaborative delivery of the projects that correspond with individual strategic Aims. To date this has involved working with the Cultural & Tourism Board and partners to capture, track and co-ordinate progressive actions.
- 1.8 The Delivery Plan, as provided in Annex A, presents a high-level progress update for each of the aims, reporting on outcomes that have been achieved with some areas of particular interest being highlighted under the notable progress section below.

## **2 THE IMPORTANCE OF THE VISITOR ECONOMY**

- 2.1 The Council and its partners fully recognise the importance that the arts, culture and tourism sector plays in the Economy. Prior to COVID-19 the value of the visitor economy to the Borough was around £645M with around 7 million visitors enjoying the Borough per annum. The volume [of visitors] and the value [£] of their visits were increasing. It is widely understood however, that the impact of the COVID-19 pandemic has hit the visitor economy the hardest.
- 2.2 Whilst national grant funding has been made available to businesses to assist them during periods of restrictions, and the Council has put in place recovery programmes to also assist businesses (see complementary Economic Growth Strategy / Recovery plan paper) during the

pandemic, the visitor economy has suffered with the Borough feeling it most acutely. The important point to note here, is that this strategy, its deliverables and the objectives within the action plan could not be more critical at this time of crisis. Officers have not only been delivering the emergency response programme to businesses (and residents) but have also been delivering a series of interventions to prepare the Borough's businesses for when restrictions are lifted and visitors return.

- 2.3 Economists during the announcements on the impact of COVID-19 on the nations economy (the economy shrank by nearly 10% during 2020) predict that the economy is likely to bounce back like a coiled spring. Economists believe that a large proportion of consumers are ready to release large amounts of pent-up financial energy on things people have missed the most. This includes entertainment, social experiences and being able to explore again. Given that the lack of confidence of UK consumers its forecast that many will commence their travel within the UK – and as such, the Borough needs to be prepared to welcome back visitors during 2021. The council, with its partners (see section 3 below) are maximising on the opportunities presented by funders to deliver against the targets, objectives and deliverables of the action plan, and are therefore positioning the Borough to capitalise on this income.

### **3 THE CULTURE AND TOURISM BOARD - PROGRESS**

- 3.1 The Board has been in development for some years and now is fully embedded and taking on an oversight role of the Strategy. The Board is chaired by the New Anglia LEP and comprises key stakeholders representing national funders (Arts Council, Historic England & National Lottery Heritage Fund), and Norfolk Chambers, NCC's Arts and Museum Services, GYTABIA and GYBID, key arts providers in Great Yarmouth and private sector individuals from the locality. Since the group was established much has been achieved, most notably the collaborative development of the updated *Culture, Heritage and Tourism Strategy and Delivery Plan* (2020-2030).
- 3.2 Since its inception significant learning has taken place; Board members have become more familiar with Great Yarmouth's cultural offer, each other's priorities for and within the Borough, and the specific cultural challenges and opportunities in Great Yarmouth. Furthermore, through their input into co-authoring the new Strategy and Delivery Plan they have been able to contribute their own ideas and resources to support the development of investment plans (largely the Town Deal and Town Investment Plan), and the delivery of specific projects and tasks.
- 3.3 The mechanism for managing oversight of project delivery is thus; each 'Aim' has a small group of 'Partners' drawn from the Board to provide key expertise in terms of knowledge, skills, and / or partnerships. Each of these groups has a 'Project Lead' whose role it is to oversee the group's tasks, for example, defining actions and action planning, supporting delivery, identifying milestones and reporting progress. Progress updates are then captured and collated by GYBC officers ready for presentation and discussion at Culture and Tourism Board meetings which are held quarterly.
- 3.4 The system is largely bedded in, with the Board now clear on what's needed for delivery, and the success of it being felt (to the extent that new partners are joining). As already stated the Board sits as a subset to the Town Deal Board so the success of this is paramount. The next step is for the Board to build momentum with other areas – seeking to cross fertilise ideas and generate new projects as a result of funding announcements and increased partnership working. As such early stage discussions are underway with the New Anglia Cultural Board

whereby learning, best practice, partnership opportunities and cross fertilised ideas will be generated positioning the Borough well to grow cultural tourism and pitch for a Tourism Sector deal.

#### **4 NOTABLE PROGRESS – EXPERIENCE**

4.1 Great Yarmouth's involvement in Project EXPERIENCE is the primary focus of Aim 4.5:

- *'Promote 'Project EXPERIENCE' in the Borough via access to cultural events & activities outside of the main season. Including enablement of access to the natural environment and landscape.'* (Theme 4: Convert the Borough to an all-year round destination) and also aligns specifically with aim 2.3:
- *Develop experiential trails that navigate through the borough highlighting cultural assets (such as the proposed 100 trees / 100 sculptures project), as part of (Theme 2: Ensure the Borough is known for providing great experiences to its communities and visitors)*

4.2 Norfolk County Council are the lead partner of the four-year 'Project EXPERIENCE' (due to conclude in June 2023). This is an Interreg funded programme spread across 14 partners consisting of local authorities, national parks, universities and DMO's from both England and France. It has a total budget €23.3m and Norfolk County Council's funded agreement is estimated within the region of €5.8m. Great Yarmouth is a key Stakeholder within the project.

4.3 The broad strategic purpose of the project is to promote new tourism 'experiences' between October – March, increasing visitors and overnight stays during the off-peak season. Deliverables seek to achieve:

1. the testing and launch of new off-season, experiential tourism offers
2. experiential off-season infrastructures
3. new off-season experiential tourism offers.

As such, Great Yarmouth's timely involvement in EXPERIENCE provides significant opportunity to achieve a number of the Strategy objectives to create and cater for new tourism markets; devising attractions that cater for multiple market segments, fostering a higher-quality, more resilient year-round tourism market servicing out-of-season vacationing, diversifying and repositioning the offer to visitors and residents and sustaining the growth and vitality of the economy.

4.4 The EXPERIENCE project launched a funding call for projects to bid into their programme, with partners providing 'pitches' for ideas. The Borough Council have been invited to stage 2 of a project idea, as have a number of other Great Yarmouth based organisations.

4.5 The proposal seeks to draw EXPERIENCE investment to implement new *experiential off-season trail infrastructure*. For different types of users (such as children, families, serious walkers, older generations). These are designed to drive footfall from and to other attractions and integrate with transport options and other schemes, such as a new e-scooter trial. Features include 3 trails (including Burgh Castle, the town and Gorleston), interactive fixed and digital information, new artwork, and illuminated rest stops.

4.6 Whilst confidential (the process remains competitive at this stage), a number of other Great Yarmouth projects have also submitted bids to the EXPERIENCE Innovator programme, and as such, there is an anticipation that a number of complementary projects will take place across the Borough in the coming 2 years.

- 4.7 The above project has also been designed to complement the district-wide route for 'Norfolk Way' (a 240 mile long-distance walking/cycling circular trail) has been confirmed. This trail is set to pass through Great Yarmouth and will include one of seven art installations to support landscape interpretation for visitors. Sites are in the process of being confirmed, with the Culture and Tourism Board engaged throughout the process..
- 4.8 Further progress has been made in connection to the Norfolk-wide EXPERIENCE projects. A filming opportunity has been secured with a high profile celebrity in collaboration between Norwich BID, GO TRADE, GYTABIA, and EXPERIENCE this will focus on sustainable local food.
- 4.9 NCC Project Team have fed back that Great Yarmouth has made excellent progress overall, regarding the Boroughs local 'readiness'; a testament to the proactive strategic partnerships that are already in place. Within Norfolk, the Borough of Great Yarmouth is considered to be 'cutting edge' in terms of understanding its potential for experiential off-season activity as a means to confidently showcase the rich and unique natural, cultural and heritage-based tourism offer. With this momentum the Borough is on track to be one of the first places to launch with an itinerary ready for the next off-season in October 2021 (the first off-season during the EXPERIENCE programme).
- 4.10 Whilst not part of the EXPERIENCE project Council officers are working with other culture and tourism partners to develop ; heritage trails, exploratory / mystery trails and those in partnership with charities.

## **5 NOTABLE PROGRESS – FACET**

- 5.1 Within the CHT Delivery Plan EU 'Project FACET' (Facilitate the Adoption of Circular Entrepreneurship in the Tourism and Leisure Sector) has been assigned to Aim 1.9:
- *'Seek to operate a circular economy within the tourism sector aimed at reducing packaging waste and reduce carbon footprint'. (Theme 1: Protect, enhance and value the natural and built environment in order to support culture and tourism and attract investment).*
- 5.2 Following the success of securing the EU funding from the Interreg 2 Seas Programme, GYBC have been partnering with Norfolk County Council (NCC) to form the UK contingent in a partnership that includes partners from Belgium, France, and The Netherlands, to create a place-based programme that test-bed's environmental interventions. The intended outcome is to influence a behavioural shift towards a more 'circular economy' and waste reduction within, and to benefit, the tourism & leisure sector across the Borough.
- 5.3 Overall, the investment to the Borough through 'Project FACET' amounts to £550,000 (615,000 Euros). Whilst COVID has delayed the start of the project by about 8 weeks, The Borough has made headway in the partnership and will be securing a project officer to deliver the benefits on the ground and will work jointly across the comms and environmental health service areas.
- 5.4 At present, due to restrictions, the project is in research phase; identifying cutting-edge global innovations in packaging and waste solutions through desk research. Interventions being researched that address circular waste economy solutions to motivate consumer and business sector behaviour change include;

- **Packaging materials** – from ‘the point of sale’ looking at the avoidance of Single Use Plastic packaging wherever feasible by advocating alternative reusable packaging products. Through to the disposal and the implementation of ‘smart’ containers to capture the value from packaging material created by the tourism economy. The procurement and trailing of Smart digital/sensor bins have been structured into the 2021 timeline, and reverse vending machines to capture mixed residual waste and dry recyclable materials are also planned.
- **Waste cooking oil** – working with tourism-related retail establishments by targeting what is a difficult waste product (i.e. used cooking oil) and supporting its conversion to a biofuel with value for local vehicle/fleet use. The proposal is to support a local supply and logistics chain to capture, collect, store, refine and return for reuse cooking oil targeting restaurants, take-aways and fast food outlets in the coastal tourism resort areas across the borough of Great Yarmouth.

5.5 Concurrent to this research, work is also underway to establish reach and identify local organizations to help with business engagement and work up ideas for deliverables. As such development of the business engagement strategy is still in progress and will carefully align with the Economic Growth Strategy and Action plan.

## 6 NOTABLE PROGRESS – WINTER PROGRAMME

6.1 Delivery of the Winter Programme corresponds with various priorities within the CHT Strategy, and is given prominence in two aims within the Delivery Plan;

- *Aim 2.4 Create a programme of culture-based events, animations and itineraries utilising the natural and historic assets of the Borough to include those for the sport and leisure sector (e.g. Wheels, Maritime, cycling, beach activities etc).* (Theme 2: Ensure the Borough is known for providing great experiences to its communities and visitors)
- *Aim 4.1 Develop an off-season strategy - optimising the traditional offer, extending the appeal to visit off-season and diversifying to attract new visitors throughout the year.* (Theme 4: Convert the Borough to an all-year round destination).

Outputs related to this work also fall within other Delivery Plan Aims, and ‘Notable Progress’ Items highlighted in this report, namely ‘Project EXPERIENCE’ where activity falls out of season (October to March).

6.2 The strategic purpose of the Winter Programme is to catalyse post-COVID 19 economic recovery in the Borough; driving footfall, inducing spend and providing an ongoing cultural legacy and platform beyond 2020. It is thought that the impact of the pandemic from the cancellation of cultural, artistic and tourism provision in Great Yarmouth, alone, will be around £11m, extending the economic impact far beyond those enterprises directly servicing the relatively fragmented tourism sector. However, as laid out in section 2 (see 2.3) the economy is anticipated to recover with entertainment and the visitor economy to see a significant level of positive change.

6.3 The Winter Programme project is managed by GYBC and is supported by project Partners including Greater Yarmouth Tourism and Business Improvement Area (GYTABIA); Great Yarmouth Town Centre Partnership, SeaChange Arts; Jays UK (Family Business), St. George’s Trust, Civic Society. The project has secured major funds from the Town Deal Accelerator Fund and also the Norfolk County Councils Norfolk Strategic Fund.



- 6.4 The Winter Programme has been designed to deliver a spectacular coordinated package of interventions to animate the seafront, town and wider borough during the winter off-season months – capitalising upon the Town’s growing reputation as the national capital of circus. Experiential interventions to encourage outdoor footfall over a large expanse of public realm areas in the towns of Great Yarmouth, Gorleston and Hemsby include; a Fire Over Water trail, Christmas market, animations such as lighting and selfie signs and other wrap around activities.
- 6.5 Due to the COVID-19 pandemic, there have been inevitable delays to the original project timeline due to restrictions. As a result, the Fire Over Water trail is now planned to start at the end of October 2021, with weekend shows throughout November, thus commencing the Winter Programme at a time when COVID should be under control with the vaccination programme largely rolled out.
- 6.6 The lighting trail was delivered during the winter of 2020/21 with all 3 tourism hotspots covered in festoon and decorative illuminations – Great Yarmouth, Gorleston and Hemsby. This infrastructure will continue on an annual basis with the programme assumed to commence as follows:

Experience	Launch
Fire Over Water	End Oct/beginning Nov 2021
Decorative Lighting including ‘selfie letters’	Ongoing on an annual basis
Sporting Event	October 2021
Christmas Market (St George’s Park)	Nov/Dec 2021
Painting the Town Artist Trail	Feb/Mar 2022

- 6.7 We have been working with funding bodies to ensure they are happy with the revised timeline.

## 7 NOTABLE PROGRESS – HERITAGE ACTION ZONE

- 7.1 The High Streets Heritage Action Zone (HAZ) initiative is funded with £40 million from the DCMS Heritage High Street Fund and £52 million from the Ministry of Housing, Communities and Local Government’s Future High Street Fund. £3 million will be provided by the National Lottery Heritage Fund to support a cultural programme.
- 7.2 In 2019 GYBC submitted a successful expression of interest and was invited to develop a programme design for a Heritage Action Zone. In January 2020 it was announced that Great Yarmouth was one of 68 high streets which had made a successful bid. Under the scheme, lead partners will work with Historic England to develop and deliver schemes that will transform and restore disused and dilapidated buildings into new homes, shops, workplaces and community spaces, restoring local historic character and improving public realm.
- 7.3 The Great Yarmouth HAZ focuses on the town’s historic centre. The scheme covers a series of projects and workstreams which will collectively tackle problems of empty, redundant and



neglected buildings through repair and re-use; repair and restore the historic environment; offer training and skills development; and a wide programme of community engagement.

- 7.4 The scheme will transform and restore disused and dilapidated buildings into new homes, shops, workplaces and community spaces, restore local historic character and improve the public realm. The community engagement and cultural activities programme will attract residents, shoppers and visitors, and train people in heritage construction and research skills. The scheme will increase footfall and encourage a better understanding of the historic importance of the buildings, townscape and heritage of the HAZ.
- 7.5 The project strategically aligns with the Future High Street Fund and Town Deal Investment Plan actions and objectives and will deliver a significant community benefit.

## **8 NEXT STEPS**

- 8.1 The results of the activities are fully detailed in the annex (see column labelled progress). Some of the deliverables are awaiting the outcome of the application to the Town Deal, particularly some of the larger capital schemes such as the centre for circus arts, a number relating to the seafront regeneration and those that improve the public realm / connectivity. The outcome of the Town Deal should be known by the Spring and as such a number of these schemes should commence at pace, by the summer.
- 8.2 However, in conjunction with increased joint working with the LEPs Cultural Board where new opportunities will develop, officers are looking to commence work (with partners) on:
- The establishment of creative workspaces and community hubs to support the right climate for creative entrepreneurs to thrive (theme 1)
  - Support entrepreneurs to access creative skills and training opportunities in inspiring creative workspaces and community hubs (theme 2)
- 8.3 Part of the development of this work will feed into the Inclusive Growth Plan and provision of an evidence base and feasibility study using small amounts of funding from the Wider Business Support programme (see complimentary paper – Economic Growth Strategy and Recovery Progress).
- 8.4 Due to the restrictions placed on COVID it has not been possible to undertake a sensible baseline in terms of the creation of a meaningful set of metrics to be able to monitor the impact of the strategy. It is proposed that Officers will develop a series of metrics along the below to understand the genuine impact of the individual interventions, which will be an important measure to understand how the visitor economy has been recovering following the lifting of restrictions.
- 8.5 Officers propose that these measures will feature around cultural vibrancy (numbers of events / visitors), the value of that to the economy (including increase in volume and value from visitor spend), workforce data around jobs in the cultural and creative sectors as well as improvements in the sentiment, mood and positive feedback from those visiting the Borough.

## **9 FINANCIAL IMPLICATIONS**

- 9.1 At the current time that the Culture, Heritage & Tourism Strategy and its Delivery Plan presents, there are many projects and strategic programmes underway – either led by the

Borough Council or key partners – which are supporting collaborative aims and delivery. Many of these already have clear delivery plans and have either been successful in gaining investment and grant funding (FACET, EXPERIENCE) or have had applications submitted (e.g. Future High Street, Town Deal Investment Plan and Winter Gardens). Others are in the early stages of developing new project plans and frameworks in connections to specific Strategic Aims in the Delivery Plan.

- 9.2 As per existing projects, these new ones will harness current resources within the partnership or require new funding from known sources or programmes yet to be announced that align with specific aims. It will be the role of the Board and Projects Leads to determine the most appropriate route for making those applications and managing accountability of funds.

## 10 RISK IMPLICATIONS

- 10.1 The biggest risk at present is the impact of the COVID-19 pandemic, specifically the economy and public safety. Within the context of the progressing the Great Yarmouth CHT Strategy and Delivery Plan, financial uncertainties and fluctuating lock-downs and social distancing restrictions are having impacts.
- 10.2 Further key risk factors for consideration include; the long-term security of our cultural infrastructure and those organisations that form critical partnerships; unpredictable changes to programme planning and project delivery timelines; indefinite understanding for where funders' priorities will be short-to-long term; and the consequences of shifting and ambiguous public messaging effecting visitor and community concern for how to safely engage with our programmes and offer.

## 11 SUMMARY

- 11.1 There has been significant progress of the Culture, Heritage and Tourism Strategy. This report outlines some of the most notable successes. Even though the Council prepares for the potential of future COVID-19 waves and other winter pressures, project and programme work as featured in Annex A will continue and as such, will pave the way for Cultural Transformation through the cohesive exploitation of our Arts, Heritage and Tourism offer.

## RECOMMENDATIONS

**Members are asked to:**

- 1) Review and feedback on progress made to develop the 10-year Culture, Heritage & Tourism Strategy and Delivery Plan.**

Area for consideration	Comment
Monitoring Officer Consultation:	As part of ELT review.
Section 151 Officer Consultation:	As part of ELT review.
Existing Council Policies:	Corporate Plan, Annual Action Plan, Economic Growth Strategy, Culture Heritage and Tourism Strategy
Financial Implications:	None

Legal Implications (including human rights):	None
Risk Implications:	As identified in report
Equality Issues/EQIA:	The Strategy and its actions will be as fully accessible as possible
Crime & Disorder:	None
Every Child Matters:	N/A



Arts and Culture



Skills and Experience



Community Resilience



Smarter use of Tech



Accessibility



Environmental Responsibility



Sustainable Tourism



Partnerships

	Aim	Outcome	Progress	Cross Cutting Themes						
1.1	Develop and deliver a 'Seafront Masterplan' to regenerate the Borough's public realm areas along the 'Golden Mile'.	<ul style="list-style-type: none"> <li>New vision for Seafront</li> <li>Definitive masterplan adopted</li> <li>Funding Secured</li> <li>Regeneration plan roll-out underway</li> </ul>	<ul style="list-style-type: none"> <li>First stage design and development plan is complete.</li> <li>Elements have been drawn out for TD (Connectivity work stream)</li> <li>GYBC Officers Group meetings planned to consider masterplan outcomes and next steps</li> <li>Outcome of Town Deal application due by end of March 2020</li> </ul>	✓	✓		✓	✓	✓	✓
1.2	Re-purpose the Winter Gardens as a unique visitor attraction on the seafront.	<ul style="list-style-type: none"> <li>Funding Secured</li> <li>Operator established</li> <li>Heritage asset restored</li> <li>Asset is open and operational</li> </ul>	<ul style="list-style-type: none"> <li>GY are down to the final 12 (of 120 applicants) for Heritage Horizons fund</li> <li>Multi-disciplinary team completed the required RIBA documentation</li> <li>Progress made on services strategy, heritage statement, and design strategy</li> <li>NLH application is due to be submitted by end-Fed 2021</li> <li>Further Milestones dependant on funding outcome</li> </ul>	✓	✓		✓	✓	✓	✓
1.3	Create flexible event and outdoor animation spaces, enabling creative performances to take place, including the regeneration of the	<ul style="list-style-type: none"> <li>Outdoor areas scoped and defined</li> <li>Investment plan</li> <li>Phased roll-out of new areas established</li> <li>Promotion of space and programmes</li> <li>Improved footfall and foot flow</li> </ul>	<ul style="list-style-type: none"> <li>Covered Market: designs are complete and in the process of final discussion with Historic England</li> <li>Planning permission has been granted for the covered Market</li> <li>Comprehensive landscaping design of Market Place completed</li> <li>QS pricing up underway</li> </ul>			✓			✓	✓

	covered marketplace.		<ul style="list-style-type: none"> <li>Project timeline for the 6-day Market redevelopment next steps in place, completion due end of 2021</li> <li>'Enabling' animations are due to follow completion.</li> </ul>								
1.4	<p>Establish creative workspaces and community hubs to support the right climate for creative entrepreneurs to thrive.</p> <p>(connects to 2.2)</p>	<ul style="list-style-type: none"> <li>Full inventory of buildings and assets.</li> <li>Devalued business model.</li> <li>Funding identified and secure.</li> <li>Workspaces in operation</li> <li>Increase in locally based entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Process of mapping spaces available, understanding specifics for varied creative uses</li> <li>Next steps under consideration: <ul style="list-style-type: none"> <li>Development of working group to scope offer</li> <li>Completion of Business case</li> </ul> </li> <li>Further milestones dependent on the project plan and 2.2 progress</li> </ul>	✓		✓				✓	✓
1.5	Development of a dedicated training centre for Circus Arts providing a high-quality environment and facilities for regular professional artist training, formal accredited teaching and courses and community classes across all levels.	<ul style="list-style-type: none"> <li>Full options appraisal of appropriate buildings</li> <li>Detailed development plans and business model</li> <li>Purchase / investment in building[s].</li> <li>Works completed</li> </ul>	<ul style="list-style-type: none"> <li>Being developed in the first instance as elements of the Towns Deal plan submitted in December 2020. (please refer to 2.1)</li> </ul>	✓	✓	✓	✓	✓	✓		✓
1.6	Development of a Heritage Information Centre signposting tourists and local people to cultural activities.	<ul style="list-style-type: none"> <li>Funding and building secured.</li> <li>Building fully restored, repurposed and operational as and information hub</li> <li>Enhanced developed supporting the visitor experience and sense of place</li> </ul>	<ul style="list-style-type: none"> <li>Former Greenwoods Building now in ownership of GYPT with completed survey</li> <li>Project has reached RIBA stage 2 + concept design to spatial coordination.</li> <li>Next steps: <ul style="list-style-type: none"> <li>Development of digital heritage offer with University and consultants planned</li> <li>Project planning and achieve planning permission Q1 2021</li> <li>Procurement and site set up Q2 2021</li> <li>Construction phase Q3 2021</li> </ul> </li> </ul>	✓		✓			✓		✓

1.7	Inject culture and heritage into public spaces, gateways with quality urban design to enhance the Borough's 'sense of place'.  (connects to 2.3)	<ul style="list-style-type: none"> <li>Public realm land in town centres incl. gateways identified and audited</li> <li>Design brief(s) created</li> <li>Funding identified and secured</li> <li>Quality placemaking projects implemented</li> </ul>	<ul style="list-style-type: none"> <li>Preparation and production of design guides is underway due to be completed by May 2021</li> <li>Recent decision to establish a Design Board agreed (completion TBC)</li> <li>GYBC and GYPT are preparing a tree strategy for the urban area</li> <li>Shopfront design guide is in progress</li> <li>4 other design guides in preparation</li> </ul>	✓		✓			✓		✓
1.8	Develop an open spaces plan (Parks and Play Areas) to ensure open spaces support cultural pursuits and life lived outdoors, as well as supporting physical activity.	<ul style="list-style-type: none"> <li>Play areas reviewed</li> <li>Needs audited and established</li> <li>Asset strategy developed</li> <li>Funding identified and secured</li> <li>Investment is driving regeneration</li> </ul>	<ul style="list-style-type: none"> <li>Scoping underway with a view to establish a project plan and resources going forward</li> <li>No milestones yet, these will be dependent on the project plan</li> </ul>			✓	✓	✓			
1.9	Seek to operate a circular economy within the tourism sector aimed at reducing packaging waste and reduce carbon footprint (EU Project FACET).	<ul style="list-style-type: none"> <li>Funding secured.</li> <li>Businesses surveyed</li> <li>Types of interventions established</li> <li>Interventions installed</li> <li>Measures in place</li> </ul>	<ul style="list-style-type: none"> <li>Confirmation GYBC is a formal partner, new officer recruitment underway</li> <li>Research underway in terms of waste solutions</li> <li>Communications plan underway <ul style="list-style-type: none"> <li>Case studies and best practices article have been submitted for the FACET webpage</li> <li>Approached organizations to potentially help with business engagement</li> </ul> </li> <li>Planning for business engagement strategy underway</li> </ul>	✓	✓			✓	✓	✓	✓
1.10	Ensure our beaches are accessible for all by improving the surrounding infrastructure and introducing boardwalks where required.	<ul style="list-style-type: none"> <li>Accessibility audit complete</li> <li>Feedback from users achieved</li> <li>Designs complete.</li> <li>Funding identified and secured</li> <li>Works installed and complete</li> </ul>	<ul style="list-style-type: none"> <li>No milestones yet, these will be dependent on the project plan</li> <li>Potential to link with Facilities, Access and Maintenance plans (GYTABIA)</li> </ul>	✓		✓	✓	✓	✓		



Arts and Culture



Skills and Experience



Community Resilience



Smarter use of Tech



Accessibility



Environmental Responsibility



Sustainable Tourism



Partnerships

## Theme 2: Ensure the Borough is known for providing great experiences to its communities and visitors

**Rationale:** Supporting, developing and delivering initiatives that invest in and **showcase the Borough's rich and multi-layered culture** – its people, buildings, experiences, landscape, and geographies. This includes **increasing skills, training pathways and local employment opportunities** across these sectors as well as enhancing the health & well-being of both our visitors and residents.

	Aim	Outcome	Progress	Cross Cutting Themes							
2.1	Promote Great Yarmouth as the 'UK Capital of Circus' as a key year-round hook for attracting visitors, residents and businesses and building a creative community	<ul style="list-style-type: none"> <li>Well-designed performance spaces</li> <li>An attractive Artists Collective package of support</li> <li>New funding streams for artists</li> <li>Circus and Street Performance integrated into key events</li> <li>Promotions</li> </ul>	<ul style="list-style-type: none"> <li>Work has been focussed on the delivery of the wider Winter Programme as a focus for attracting visitors as part of the COVID recovery programme</li> <li>Next step is to set up a small working group to scope project deliverables</li> </ul>	✓	✓		✓			✓	✓
2.2	Support entrepreneurs to access creative skills and training opportunities in inspiring creative workspaces and community hubs. (connects to 1.4)	<ul style="list-style-type: none"> <li>Good market research - Skills gap analysed and demand assessed</li> <li>Business model developed</li> <li>Funding identified, applied for and secured</li> <li>Delivery of training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Mid - long term project plan and scope to be defined in connection with those delivering aim 1.4 (above)</li> <li>Plans being developed with partners to drive local creatives and start-ups towards the 'Creative Unlimited' support Scheme (New Anglia LEP Cultural Board/ Growth Hub).</li> </ul>	✓		✓				✓	✓

2.3	<p>Develop experiential trails that navigate through the borough highlighting cultural assets such as the proposed 100 trees / 100 sculptures project</p> <p>(connects to 1.7)</p>	<ul style="list-style-type: none"> <li>Develop project[s].</li> <li>Funding identified, applied for and secured</li> <li>Projects are included as part of wider regeneration proposals.</li> </ul>	<ul style="list-style-type: none"> <li>1 x sculpture is in place (Bridget Heriz). Second to be added (Alison Atkins - going in same location, South East Wall)</li> <li>Greening of the town has been included as part of the Town Deal</li> <li>Success with Funding (Trees): GYPT secured funding for a 200-tree community orchard</li> <li>Delivery of community orchard underway including community outreach</li> </ul>	✓	✓	✓	✓		✓	✓	✓
2.4	<p>Create a programme of culture-based events, animations and itineraries utilising the natural and historic assets of the Borough to include those for the sport and leisure sector (e.g. Wheels, Maritime, cycling, beach activities etc).</p> <p>(connects to 4.1)</p>	<ul style="list-style-type: none"> <li>Viable events identified with partners.</li> <li>Funding identified, applied for and secured</li> <li>Events planned, facilitated and delivered</li> </ul>	<ul style="list-style-type: none"> <li>Winter Programme developed – to be delivered 2021/22</li> <li>Lighting and animations achieved,</li> <li>Fire Over Water tendered – trail being planned</li> </ul>		✓	✓	✓	✓	✓		✓





Arts and Culture



Skills and Experience



Community Resilience



Smarter use of Tech



Accessibility



Environmental Responsibility



Sustainable Tourism



Partnerships

B3

### Theme 3: Strengthen the Borough's creative industries by creating the right conditions for imaginative new approaches to take shape

**Rationale:** Putting **creative industries at the heart of our community** will support economic prosperity and **provide a unique cultural offer for residents and visitors**. This includes promoting environmental responsibility, embracing 'smart' digital technologies and improving accessibility for all as part of our visitor economy offer.

	Aim	Outcome	Progress	Cross Cutting Themes							
3.1	Explore opportunities to develop sustainable models of revenue generation from capital developments and trading.	<ul style="list-style-type: none"> <li>Suitable residential and commercial properties identified.</li> <li>Feasibility plans complete</li> <li>Appropriate business models developed and in operation</li> <li>Funding and investment secured</li> <li>Generated revenue enabling cultural activity and products</li> </ul>	<p>Some key heritage buildings included within the Towns Deal</p> <p>Pending Towns Deal outcome due March 2020</p>	✓	✓				✓	✓	✓
3.2	Work with partners to design and adopt technologies to provide information and marketing tools to support and	<ul style="list-style-type: none"> <li>Key audiences identified</li> <li>New comms tools identified</li> <li>Funding sourced and secured</li> </ul>	<ul style="list-style-type: none"> <li>New website provider identified</li> <li>Website due to go live April 2021</li> <li>Web advisory group created</li> <li>New Branding has been approved in Partnership with GYTABIA who are now rebranded as Visit Great Yarmouth (for public facing comms only)</li> </ul>	✓		✓	✓	✓	✓	✓	✓

	enhance the visitor experience.	<ul style="list-style-type: none"> <li>Implement and promote tools.</li> </ul>										
3.3	Work with partners to support Great Yarmouth's Physical Activity Framework, devising activities that support a holistic approach to people's health and wellbeing and foster community resilience.	<ul style="list-style-type: none"> <li>Community voice contributing to the creation and delivery of physical activity events</li> <li>Newly developed activity outreach programme implemented</li> <li>Health sector partners collaborating and connected to the cultural offer</li> </ul>	<ul style="list-style-type: none"> <li>Work has begun to invigorate Active Great Yarmouth Steering Group the group with new ToR to begin collaborative delivery of the framework</li> <li>Framework Commitments under each working group have been prioritised to support the creation of an annual action plan that will focus the work moving forward.</li> <li>Next steps – delivery of the framework</li> </ul>	✓	✓	✓						✓
3.4	Develop formally accredited training courses in Circus Arts, from foundational levels to higher levels, through partnerships between circus and education sector organisations.	<ul style="list-style-type: none"> <li>Opportunities for production and technical training / apprenticeships identified</li> <li>A base of skilled tutors established</li> <li>Cohorts of artists attracted</li> <li>Increased ambition and quality of local training</li> <li>Partnerships with industry in place</li> <li>Formal accreditation available</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities now being scoped in line with aspirations of learning hub and Town Deal Investment Plan</li> </ul>	✓	✓	✓						✓



Arts and Culture



Skills and Experience



Community Resilience



Smarter use of Tech



Accessibility



Environmental Responsibility



Sustainable Tourism



Partnerships

#### Theme 4: Convert the Borough to an all-year round destination

**Rationale:** To ensure the right conditions exist to encourage **greater access to attractions, entertainment, accommodation, places to eat and cultural experiences**. This will require the seasonal nature of the sector to **extend its offer** including creating positive conditions for an evening economy to thrive. Working together and expanding our knowledge at a local level will be key to building our capacity to increase the overall value of our tourism economy.

	Aim	Outcome	Progress	Cross Cutting Themes							
4.1	Develop an off-season strategy - optimising the traditional offer, extending the appeal to visit off-season and diversifying to attract new visitors throughout the year.  (connects to 2.4)	<ul style="list-style-type: none"> <li>A well-researched approach to winterproofing tourism businesses</li> <li>The creation and marketing of an all-year round programme of events and activities.</li> <li>A new winter programme</li> <li>Roll out of compressive flexible year-round programme.</li> </ul>	<ul style="list-style-type: none"> <li>Secured match funding for Winter Programme</li> <li>Programme planned – paused / rescheduled due to COVID restrictions</li> <li>Aminations procured and installed</li> <li>FOW tendered and planning underway</li> <li>Business Adaptation Grant Scheme launched</li> <li>Winterisation Grant Scheme to be developed</li> <li>Destination Management Plan under development (please refer to 4.3)</li> <li>Investment secured from: Business Adaptation Grant Fund, Winterisation Grant, Norfolk Strategic Fund, Project EXPERIENCE</li> </ul>	✓		✓	✓	✓	✓	✓	✓
4.2	Be part of a proposal to secure a Tourism Zone, ensuring the borough is front and centre of the visitor economy for Norfolk.	<ul style="list-style-type: none"> <li>Tourism Zone in Great Yarmouth lobby success</li> <li>Business case complete</li> <li>Tourism for Zone application success</li> <li>Initiatives roll-out in progress</li> </ul>	<ul style="list-style-type: none"> <li>LEP Visitor Economy recovery plan launched</li> <li>Unexplored England - VEE &amp; VS secured funding to assist with destination marketing</li> <li>Workshop with partners delivered in December to compile justification for bid</li> <li>Government announced delay in Tourism Zone bids to early 2022</li> </ul>	✓	✓	✓	✓	✓	✓	✓	✓

			<ul style="list-style-type: none"><li>Next step is to develop a Tourism Action Plan (to underpin future bid)</li><li>Tourism Action Plan due for completion and sign off Q3 2021</li><li>Tourism Zone Bid to be prepared Q4 2021</li></ul>								
4.3	Create and deliver a dynamic Destination Management Plan that promotes culture, heritage and tourism assets, and the programme of events and activities that the borough has to offer all-year round.	<ul style="list-style-type: none"><li>A shared place-based brand amplified far and wide</li><li>Well-researched evidence-base of emerging needs and opportunities</li><li>Destination Management Plan that includes targeted marketing campaigns for year-round experiences.</li></ul>	<ul style="list-style-type: none"><li>A Destination Management Plan draft has been developed</li><li>Partner consultation taken place, second round due mid-February 2021</li><li>Revised target date for GYTABIA Board sign-off on March 21</li></ul>	✓		✓	✓	✓	✓		✓
4.4	Work jointly with partners to undertake targeted online marketing, seeking support from social media influencers, and place-based brand ambassadors to promote experiential activities.	<ul style="list-style-type: none"><li>On-brand campaigns (to promote the culture of the borough)</li><li>Communication tools Identified</li><li>Influencers founds and recruited</li><li>Key target audiences identified</li><li>Tools implemented and promoted</li></ul>	<ul style="list-style-type: none"><li>GYBC now working with Marketing Board of GYTABIA</li><li>Actively promoting through SM – ‘a Space To’ campaign</li><li>GYTABIA is developing a social media influencers programme for 2021 inc. work with a PR agency</li><li>GYBC ongoing marketing and digital appropriation of BAU annual events i.e. Wheels Festival (pending possible cancellation)</li><li>Ongoing on hold due to COVID limitations</li></ul>	✓	✓	✓	✓	✓		✓	✓
4.5	Promote ‘Project EXPERIENCE’ in the Borough via access to cultural events & activities outside of the main season. Including enablement of access to the natural environment and landscape.	<ul style="list-style-type: none"><li>Investment to fund local projects in Great Yarmouth is to fund.</li><li>A well-developed programme plan.</li><li>Out-of-season events programme delivery</li></ul>	<ul style="list-style-type: none"><li>Innovation Incubator launched, 4 bids through to second stage. Outcome due Spring 21</li><li>Celebrity collaboration – due for media campaign summer 2021</li><li>‘Norfolk Way’ (240 mile long-distance walking/cycling circular trail). Trail will contain 7 art installations to support landscape interpretation for visitors</li><li>Decision on GY site to take place</li></ul>	✓	✓		✓	✓	✓	✓	✓

## **Acronym List**

*GYBC – Great Yarmouth Borough Council*

*ACE – Arts Council England*

*NHLF – National Heritage Lottery Fund*

*HE – Historic England*

*GYTABIA - Great Yarmouth Tourism & Business Improvement Area*

*GYTCP – Great Yarmouth Town Centre Partnership*

*GYPT - Great Yarmouth Preservation Trust*

*NCC – Norfolk County Council*

*VN – Voluntary Norfolk*

*BA – Broads Authority*

*SGT – St George’s Theatre*

*Jays UK – Jays UK Ltd/ Hippodrome*

*NMS – Norfolk Museum Service*

*LEP - Local Enterprise Partnership*

*AN – Active Norfolk*

*CCG - Clinical Commissioning Group*

*PCNs - Primary Care Network*

*NPH – Norfolk Public Health*

*VEE – Visit East of England*

**Subject:** Quarter 3 Performance Report – Economic Development

**Report to:** Economic Development Committee

**Report by:** Director of Planning and Growth

#### **SUBJECT MATTER**

The Quarter 3 Performance Report provides an update on current performance for the third quarter of 2020/21 (Oct –Dec) where progress is assessed against targets which are set at the start of the financial year.

#### **RECOMMENDATION**

That Committee:

- 1) Note the Quarter 3 Performance Report and agree all measures be monitored during the next quarter.

## **1. Introduction**

- 1.1 Performance measures against a suite of Economic Development indicators are reported to Economic Development Committee on a quarterly basis.

## **2. Performance Measures 2020/21**

- 2.1 The performance measures are meant to give a comprehensive overview of how the authority as a whole is performing and cover most Council functions.
- 2.2 The tables in the report provide the following information:
  - Description of measure/indicator
  - Corporate priority linked by the measure
  - 2019/20 outturn figure
  - 2020/21 target
  - Status (outturn against target)
  - Current performance/trend data

- Short commentary on performance over the year
- 2.3 The Executive Leadership Team/ Management Team and the Economic Development Committee through regular reporting are made aware of the performance of all the measures and areas of concern, including an explanation of the reasons.
  - 2.4 There are nine measures reported in the Economic Development element of the overall performance report, covering planning applications, building control performance, land charges performance and the occupancy rate of Beacon Business Park. Seven of the measures are at or above target and are listed as Green. These include major planning applications (noting that the frequency of virtual Development Control Committee meetings has increased) and building regulation applications, as well as the low amount of planning applications overturned at appeal.
  - 2.5 ED02 (Planning applications – non-major) is reported at below target for this quarter. This reflects a period of staff shortages and an increase in planning applications. It should be noted that the outturn for just the 3 months of Q3 was a significant improvement at 74% and is predicted to continue along this trend in excess of the target figure in Q4. This reflects the successful recruitment of professional planning staff across the Development Control team and the bedding-in of changes to work practices.
  - 2.6 ED08 (Percentage of Land Charges search returns sent within 10 working days) is at 78%, slightly below the target of 90%. The Q3 outturn reflects the impact of Covid19 on the availability of information from other parties to complete the Search e.g. other sections of the Council and Norfolk County Council. In addition, because private search companies are not able to access the Town Hall and the normal service provision, the Land Charges team are also undertaking searches for private search companies which places additional pressures on the service. Additional resource has been sought to address this in the short-term.

### **3. Financial Implications**

None

### **4. Risk Implications**

None

### **5. Legal Implications**

None

### **6. Conclusion**

- 6.1 That all measures continue to be monitored during the next quarter.

### **7. Background Papers**

None

*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:	ELT
Section 151 Officer Consultation:	ELT
Existing Council Policies:	None
Financial Implications (including VAT and tax):	None
Legal Implications (including human rights):	None
Risk Implications:	None
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A



**PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT - DEC) 2020/21**





**ECONOMIC DEVELOPMENT COMMITTEE**

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	81%	75%	100%	100%	100%	75%	<b>G</b>	↓	↓
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	66%	75%	59%	80.56%	87.8%	75%	<b>R</b>	↑	↓
The outturn for just the 3 months of Q3 was 74%, a significant improvement which is predicted to continue along this trend and in excess of the target figure in Q4. This reflects a strengthening of staffing levels within the Development Control service and the bedding-in of changes to work practices.									
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	91%	75%	97.2%	91.4%	94.4%	75%	<b>G</b>	↓	↓
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	73%	75%	73.5%	76.5%	79.03%	75%	<b>G</b>	↓	↓
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0%	9%	0%	2.85%	2.7%	9%	<b>G</b>	↔	↑
ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications (Quarterly Cumulative)	0.2%	9%	0.2%	66.0%	0.29%	9%	<b>G</b>	↔	↑

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	100%	100%	100%	100%	100%	100%	G	↔	↔
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	78%	90%	91.37%	89%	91.58%	90%	R	↓	↓
The Q3 outturn reflects the impact of Covid19 on the availability of information from other parties to complete the Search e.g. other sections of the Council and Norfolk County Council. In addition, because private search companies are not able to access the Town Hall and the normal service provision, the Land Charges team are also undertaking searches for private search companies which places additional pressures on the service.									
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	5.11%	12.5%	5.11%	7.5%	5.11%	12.5%	G	↔	↑

# Key

## Status

	Current performance has met or exceeded target/ has met or exceeded trend
	Current performance is below target but within tolerance/ is below trend but within tolerance
	Current performance is below target and tolerance due to being disproportionately affected by COVID-19
	Current performance is below target and tolerance/ is below trend and tolerance

↑↓ Performance for quarter is improving (up) or deteriorating (down) compared to previous quarter.

↑↓ Performance for period (quarter) is improving (up) or deteriorating (down) compared to same quarter last year.