

Subject: **ECONOMIC DEVELOPMENT SERVICE DELIVERY AND BRANDING**

Report to: Economic Development Committee – 15 July 2019

Report by: Simon Best: Regeneration and Funding Manager

#### SUBJECT MATTER/RECOMMENDATIONS

A number of economic development posts were vacated in 2018, providing an ongoing opportunity to reconfigure the economic development service. This Report provides an overview of recent recruitment and the functions of the relevant posts (including the performance of the EnterpriseGY Business Advisor role) and makes a recommendation (in Section 4) regarding the consolidation of external branding, messaging and communications channels.

## 1 INTRODUCTION

- 1.1 The way in which economic development is delivered to support new and growing businesses in the Borough has radically changed recently. All posts that were part of the previous Economic Development team left the Authority, leaving a gap in the service. Whilst two new posts were created (the Head of Inward Investment and Regeneration and Funding Manager), the operational, front line delivery of economic development effectively ceased.
- 1.2 The Economic Growth Action Plan and Economic Growth Strategy 2017-2021 are at the heart of what the Borough is aiming to deliver in terms of the aims and objectives within the Corporate Plan and Annual Action Plan; economic development capacity directly supports the Development Director and Head of Inward Investment to implement a range of policies.
- 1.3 Aside from an 18-week graduate internship currently focusing on developing a new, data-driven Borough Profile – quantifying, characterising and benchmarking the Borough – two new economic development posts were created to provide capacity to implement Council policy, drive economic/social inclusion and regeneration and address specific challenges – for example, at a strategic level, maximising the local impact of key growth sectors and, at a practical level, addressing low enterprise start-up rates elevated high mortality.
- 1.4 In addition, there are proposals to consolidate, externally, economic development functions, business advice/support and inward investment under the established EnterpriseGY brand and channels and provide additional continuity with the successful Spirit of Enterprise Awards. These are outlined in Section 4.

## **2 ECONOMIC DEVELOPMENT OFFICER**

- 2.1 Whilst the role is not statutory, economic development officers (EDOs) are common district council posts, supporting and improving the local economy by encouraging investment, attracting new businesses and creating new jobs in a strategic and business-facing capacity. Economic development and business support are an important service Area and is prominently featured in the Corporate Plan and Annual Action plan.
- 2.2 Great Yarmouth had little direct capacity to influence the development of the local economy at anything other than a strategic level. Some of the associated roles had been assumed on an interim basis by the Regeneration & Funding Manager and Head of Inward Investment, placing additional strain on the post holders in the context of a number of competing strategic funding/regeneration priorities.
- 2.3 An Economic Development Officer (EDO) has now been recruited; Laura Bloomfield, currently Head of Operations at Future Projects, will join the Authority on a permanent, fulltime contract from 29 July. The post will convene and provide a secretariat to the Economic Reference Group, taking ownership of the Economic Growth Action Plan as a living document, driving its delivery in order to foster the conditions required to stimulate and support local entrepreneurial activity – collaborating with key stakeholders and other district EDOs.

## **3 BUSINESS ADVISOR**

- 3.1 The gap in service since the previous postholder departed and limited capacity to meet demand has highlighted the continued need for this role; a number of individuals and businesses have come into or contacted the Town Hall seeking support and advice and a number of other training opportunities have presented themselves at the Catalyst.
- 3.2 A 12-month, full-time Business Advisor post was recruited in Spring 2019 using legacy Coastal Community Fund (CCF) monies. Under the established *EnterpriseGY* brand, Victoria Williamson provides a visible, responsive interface between the local business community and the Borough, responding to enquiries, providing relevant information, free, confidential and impartial advice and support and signposting – and adding significant added-value – to other relevant expertise and sources of support.
- 3.3 In addition, the postholder is expected to a) convene upskilling and capacity-building workshops, seminars and events for local individuals and enterprises, leveraging support from existing providers – such as the Growth Hub – wherever possible, and b) represent the Borough at key sector trade shows, third party workshops and external business networks. Victoria is also deployed on the Norfolk & Suffolk Offshore Wind Competitive Positioning Programme, for which LEP funding was recently secured.
- 3.4 The role aligns well with current Brexit timeframes – providing frontline capacity during a key phase of any transition period – and address local business resilience during a time

of operational uncertainty.

- 3.5 A number of 12-month delivery targets have been agreed with the postholder, summarised as follows:

<b>Profiled outputs</b>	<b>Target</b>
Enterprises receiving one-to-one technical support	100
Enterprises receiving one-to-many technical support	120
Active enterprise referrals to specialist technical support	60
Supported enterprises receiving funding for growth/productivity	32
Value of funding support for growth/productivity applied for	£32,000
Borough representation at business events	60

- 3.6 A project dashboard has been established to monitor performance against both overall deliverables and a monthly profile, in the form of real-time KPIs. A copy of the current Dashboard Report is appended to this Report. It is proposed to transition many Project Management Office programmes onto a similar platform, in order to provide management insights and detect actual or projected underperformance/slippage.
- 3.7 The Business Advisor will be assisted by a part-time – 18.5 hours/week – Administrator for the course of the contract. This is also funded through CCF legacy monies.
- 3.8 At the end of the 12-month period, the Regeneration and Funding Manager will undertake an evaluation, monitoring the impact of the post and service to justify additional internal budget or alternative external funding options.

#### **4 RECOMMENDATIONS**

- 4.1 It has been proposed that the Council's economic development function is diluting the impact of its external identity and engagement with its messaging/content by maintaining so many separate social media channels, names, websites and logos.
- 4.2 As such, it is recommended that the service consolidates, in terms of external identity, functions including business projects/advice/support and inward investment under the established EnterpriseGY brand and communications channels. Following consultation with the Council's marketing team, it was agreed that 'enterprise' and 'GY' encapsulated – or at least, very neatly summarised – all these Council functions.
- 4.3 Furthermore, it's proposed that EnterpriseGY adopts the established logo of the successful Spirit of Enterprise Awards to provide further continuity.
- 4.4 On Twitter, @enterpriseGY has 1,366 followers and @SOEAwards has just 233. @enterpriseGY's recent tweet about Global Offshore Wind earned 3,421 impressions and recent posts have been re-tweeted by, for example, Brandon Lewis MP.

- 4.5 By closing the Department's Pinterest, Facebook and LinkedIn channels and redirecting the @SOEAwards Twitter account to @enterpriseGY – alongside simplifying the current EnterpriseGY website and moving its hosting/maintenance in-house – inquiries, referrals and traffic can be better concentrated, the various functions' visibility/accessibility maximised and maintenance time/costs reduced.
- 4.6 Individual team members and project managers will create, share, syndicate or curate relevant content, sharing responsibility and driving engagement by focusing messaging/promotion on just one channel, aimed squarely at enterprise.

## **5 FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications and no budget attached to the proposal outlined in Section 4. Some modest savings (around £200/year) will result from bringing the EnterpriseGY website in-house.

## **6 RISK IMPLICATIONS**

There is a risk that by maintaining a number of different, related channels and brands, the external visibility and clarity of the Council's offer to enterprise will be diluted and its impact constrained.

## **7 CONCLUSIONS**

- 7.1 There is an immediate opportunity to consolidate external branding of the economic development functions, as outlined in Section 4.

## **8 RECOMMENDATIONS**

The Economic Development Committee is asked to approve:

1. The consolidation of external branding for economic development functions, as outlined in Section 4.

## **7 BACKGROUND PAPERS**

- EnterpriseGY / Business Advisor Dashboard Report

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

Area for consideration	Comment
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Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	N/A
Financial Implications:	Addressed above
Legal Implications (including human rights):	N/A
Risk Implications:	Addressed above
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A

# Project Dashboard Report, 05 July 2019

EnterpriseGY / Business Advisor, 2019-2020

## Outputs

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

	Target	KPI	Achieved	% Achieved	% Tourism	% Offshore	% T/Centre
Enterprises receiving one-to-one technical support	100	7	19	19%	5%	21%	0%
Enterprises receiving one-to-many technical support	120	24	25	21%	8%	4%	12%
Active enterprise referrals to specialist technical support	60	6	7	12%	14%	43%	14%
Supported enterprises receiving funding for growth/productivity	32	0	5	16%	0%	40%	0%
Value of funding support for growth/productivity applied for	£32,000	£161	£65,000	203%	0%	54%	0%
Borough representation at business events	60	6	24	40%	0%	17%	N/A

## Pipeline summary

	Number	% Tourism	% Offshore	% T/Centre
Total number of beneficiaries engaged	42	7%	14%	7%
Number of upcoming business events diarised	14	0%	21%	N/A

## Business event format breakdown

	Taken place	Diarised
Conference/symposium	13%	0%
Workshops/seminars	21%	71%
Networking event	50%	29%
Trade show	8%	0%
Awards/PR event	4%	0%
Other event	4%	0%

## Geographical summary

	Count	% Total
Total engagements	42	N/A
Of which within Borough	20	48%
Of which within Assisted Areas	17	85%

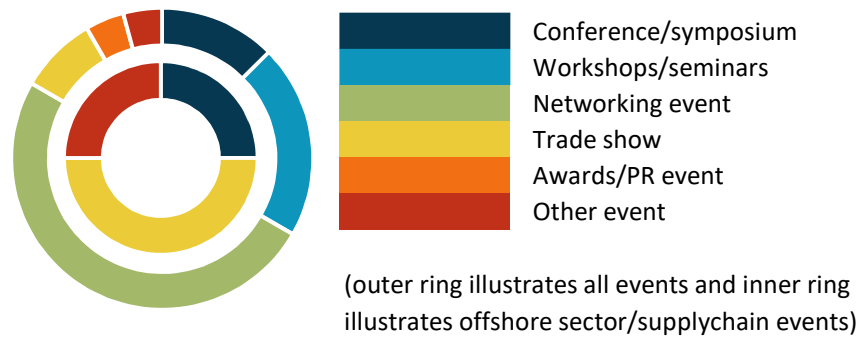
## Modal ward

CENTRAL AND NORTHGATE

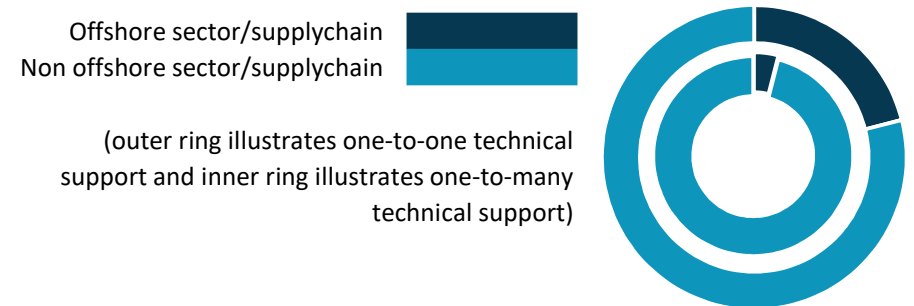
## Modal source

DIRECT ENQUIRY

### Breakdown of format of events taken place



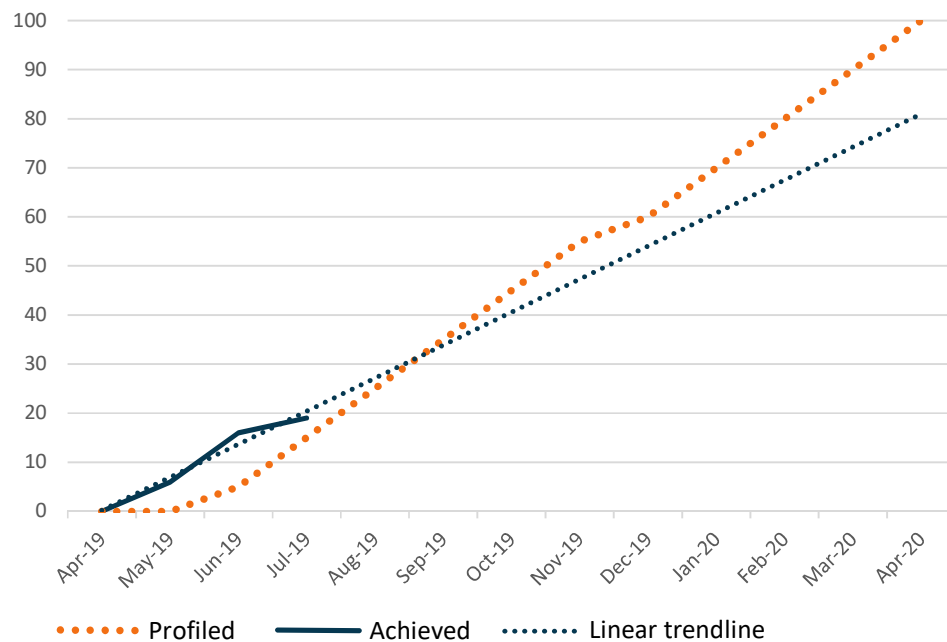
### Breakdown of technical support to offshore sector/supplychain



### Snapshot of performance against the headline outputs

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

#### Enterprises receiving one-to-one technical support



#### Enterprises receiving one-to-many technical support

