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Subject: Economic Growth Strategy and Action Plan Update Report

Report to: Executive Leadership Team, 15 February 2023
Economic Development Committee, 6 March 2023

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SUBJECT MATTER / RECOMMENDATIONS

This Report presents to members and officers progress against the Economic Growth Strategy Delivery Plan preceding the report to the Committee on 19 September 2022. The document also provides details of outreach to and intelligence from local businesses, the initial findings of an independent review the Economic Growth Strategy and Action Plan and updates on key externally-funded strategic regeneration programmes. Highlights relating to the continued adaptation and expansion of enterprise support are presented in the narrative of the Report, with a comprehensive update in the attached *Annexes*.

Members are asked to:

1. Review and comment upon the appended updated Economic Growth Strategy Delivery Plan and activity in support of the Borough's businesses and local economy.

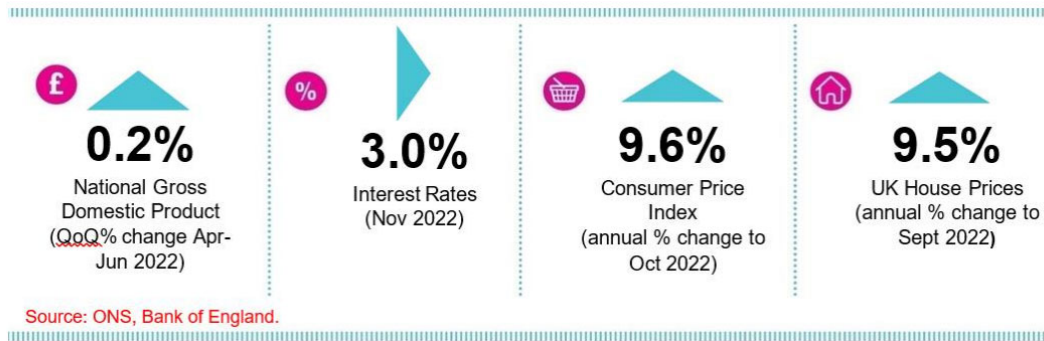
1. INTRODUCTION

- 1.1. This report summarises the implementation of and progress against the Delivery Plan for the Economic Growth Strategy (set out in *Annex 1*). The Delivery Plan and content of this report also include reference to and descriptions of a number of ongoing adaptations and extensions to the delivery of business support and economic growth in response to the emerging local need and demand. An update on the strategic review of the Strategy and Delivery Plan is presented in *Section 4*.
- 1.2. *Section 2* summarises outreach to and intelligence from local businesses, with other relevant analyses.
- 1.3. *Section 3* sets out a summary of current Council-delivered business support, including an overview of relevant sections of GYBC's UK Shared Prosperity Fund Investment Plan.
- 1.4. *Section 5* provides a summary of the current position in respect of the strategic Future High Streets, Town Deal and Levelling Up Fund programmes and an overview of a Cultural Development Fund Round 3 bid submitted in November 2022.
- 1.5. Whilst all locally-administered COVID grant schemes have now closed and are not reported on, herein, officers continue to liaise with the Government bodies to provide additional information, financial reconciliations, and certain due diligence information.

2. LOCAL ECONOMIC INTELLIGENCE

2.1. Economic Reference Group

- The Economic Reference Group will next convene in April 2023, with officers currently seeking to restructure the group to ensure that it remains well-placed to inform and influence the formulation, strategic decision making and delivery of policy in respect of the local economy. Participants share intelligence, data and insights that contribute to a better and/or more complete collective understanding of opportunities and challenges, gaps in business support provision and barriers to sustainable growth and provide and receive updates on activity, projects and interventions.
- There is ongoing anecdotal evidence of skilled labour supply issues. Officers are working with businesses to identify potential solutions, including staff development, onsite training, apprenticeship schemes, outsourcing and grants/claims process facilitation.
- Many of the concerns and challenges reported locally align with a draft 'Cost of Doing Business Briefing' prepared by the Norfolk Office for Data and Analytics in December 2022, including the winding down of central government support, such as the Energy Price Guarantee and Energy Bill Relief Scheme.
- Rising utilities costs are challenging; in September 2022, the Federation of Small Businesses produced its 'Out in the Cold Report', noting that 77% of small businesses have seen energy costs increase and that 6% of small firms have acquired business debt to cover rising costs, with those in food and beverage service activities reporting the highest rates of debt acquisition.
- The Institute of Chartered Accountants in England and Wales (ICAEW) UK Business Confidence Monitor (BCM) found business confidence falling further across the UK as difficult economic conditions combined with unsettled financial markets following the mini-budget in September 2022. Its Q4 2022 survey for the East of England identified weakening sales and investment outlooks, with business confidence falling for the fifth successive quarter and slightly below the UK national figure.
- Norfolk Economic Intelligence Reports published by Norfolk County Council using ONS/Bank of Scotland analyses bring together key business, economic and labour market intelligence to provide regular insight into the current state of the Norfolk Economy. Whilst the BCM found that East of England companies have the weakest employment growth expectations for across the UK in 2023, the County Council's analysis found that the employment level in Norfolk has increased by 1% year-on-year and is above the national average, with Great Yarmouth increasing more than other Norfolk districts during the period to June 2022.



2.2. FutureGY

2.1.2 Ongoing engagement continues with the FutureGY cohort (FGY) which comprises businesses deemed to be of significance to the local economy; FGY provides a useful sounding board which helps steer officers to shape the delivery of support within the borough, ensuring key issues and concerns are prioritised. GYBC economic growth team maintains regular contact in order to identify both enterprise-specific issues, challenges and opportunities and wider business intelligence. Headline themes emerging from this ongoing dialogue remain broadly unchanged and are as follows:

- Recovery following the impact of the Pandemic and wider macroeconomic uncertainties is still a challenge, with local businesses seeking to stabilise themselves by re-evaluating resources and investment in response to a downturn in sales and margins. They are typically more risk averse. It's unclear whether this response is uniform across different sectors.
- Concerns about the 'cost of doing business' are increasing as costs rise, with questions about the likelihood of ongoing financial support from the Government. There are clear indications that businesses will be increasing prices in the coming months as they are unable to continue to absorb the costs of increasing utility, labour and raw material costs. Headline figures relating to the FutureGY cohort are presented in *Annex 2*.

3 BUSINESS SUPPORT

- 3.1 Since the last report presented to the Economic Development Committee, economic growth functions have fully reverted to 'business as usual' following completion of the CRF-funded Enterprise Hub pilot; the final dashboard report for that scheme is presented in *Annex 3*.
- 3.2 GYBC's 'Enterprise GY' service continues delivering one-to-one, and one-to-many support through both direct outreach and in response to business support and inward investment enquiries, including the emerging 'cost of doing business' challenge. A detailed Business Support Dashboard Report is presented in *Annex 4*.
- 3.3 Current and recent investment into the Borough is recorded as approaching £2 million, which is likely to rise in the wake of two major inward relocations – one of which was secured in direct competition with Norwich and the other with South Norfolk. Both have acknowledged a need to address skills gaps relating to their industries.
- 3.4 Officers are engaged in early conversations with Norfolk Libraries Service to continue the Business & IP Centre (BIPC) outreach and support delivered through libraries when this is

relocated to the former Palmer's building in the town centre.

- 3.5 At the time of writing, New Anglia LEP has yet to provide a detailed breakdown of Growth Hub support delivered within the Borough since the previous report.
- 3.6 Resources for the ongoing provision of local business support and economic growth functions in the context of wider Council savings are outlined in the following paragraphs, which summarise the relevant sections of GYBC's UKSPF Investment Plan.
- 3.7 The UKSPF Investment Plan has now been assessed and approved by Government. The submission profiled expenditure across relatively broad catch-all themes for which there is a) a clear rationale for state intervention, b) an established evidence base around both 'challenge' and 'opportunity' and c) scope to gap fill or wrap around other activity.
- 3.8 Officers are currently working through priority 2022/23 allocations and putting in place the resources required to deliver the outputs and outcomes in 2023/24 and 2024/25. Activity – as in most districts – will combine in-house delivery, externally procured services and competitive calls, encompassing business support, arts and culture, skills, sport/leisure and community green spaces.
- 3.9 Within the 'Supporting Local Business' investment priority, provision has been made for a new Skills Manager Post, which will provide a secretariat to the GY Skills Taskforce, act as a skills champion and knowledge centre for the Council and coordinate and commission £280K of UKSPF-funded skills activity from providers in 2024/25. This local funding will complement County-administered 'Multiply' funding for adult skills.
- 3.10 Under UKSPF prospectus intervention 'E23', which covers strengthening local entrepreneurial ecosystems, provision has been made to fund the frontline Business Advisor post until the end of 2024/25, which will remain focused on providing/leveraging general business support and working with pre-starts and start-ups.
- 3.11 Under UKSPF prospectus intervention 'E24', which covers local business accelerator/growth programmes and local business support offers, the most significant allocation is attached to transferring the Economic Growth Manager post from Council core costs to UKSPF funding. Modest provision has been made for events, including some grassroots partner activity with the Akcela tech accelerator, with a short secondment from Nwes to focus on start-up loan facilitation from funding allocated in 2022/23 and £50K+ tentatively earmarked for the New Anglia Growth Hub until the end of 2024/25.
- 3.12 Under UKSPF prospectus intervention 'E6', which covers investment in open markets, £20K was allocated to support Great Yarmouth and Gorleston seasonal markets activity during Winter 2022/23.
- 3.13 Officers are exploring options for £30K capital funding allocated under 'E24' over the period 2023/24 and 2024/25, with a small delegated 'growth grant' scheme or extending local GoDigital provision being a possibility.
- 3.14 Subsidy control requirements will apply to GYBC's administration of UKSPF – as will the Public Contracts Regulations 2015. Officer will put in place appropriate local governance and capacity to undertake necessary fund administration, including receiving and assessing applications, managing, distributing and reporting on the funding – establishing procedural apparatus

covering aspects like compliance, assurance, contracting, performance monitoring, evaluation, clawback and ongoing stakeholder engagement.

- 3.15 Internal capacity will need to be actively managed through the project risk management and assurance systems from inception to completion. A modest 4% revenue ‘administration’ overhead has been applied across all interventions, but this is unlikely to fully meet the resourcing requirements – i.e. the resources required by the Council to fulfil its ‘accountable body’ role.

4 STRATEGIC REVIEW OF THE ECONOMIC GROWTH STRATEGY AND DELIVERY PLAN

- 4.1 The Council secured support through the Local Government Association’s Economic Growth Advisors Programme, with funding of around £14,000 provided to commission Cambridge Econometrics to undertake an independent review of the current Economic Growth Strategy and Action Plan to ensure that it remains fit for purpose in light of recent economic shocks and challenges – including a comparison to ‘best practice’ elsewhere. This review did not encompass the wider Corporate Plan 2020-2025.
- 4.2 The remit of this review has not been to start from scratch or to provide a wholesale redraw of the Strategy, but to identify any cases for refinement. A draft report has been received by officers and the key finding is that “far from being deprecated, many of the strategies [that the GY Economic Strategy] presented are actually increasingly relevant, for example the opportunity provided by the UK’s clean energy/net zero imperative, the desire to widen the traditional tourism offer to provide a more year-round lifestyle offer, and the need to reinforce and reform the local foundational economy in the face of a cost of living and quality of life crisis”.
- 4.3 The challenges and opportunities identified in the draft broadly reflect those already identified by the Council and set out in its various strategies and funding applications. In addition to the evolving policy context since the inception of the current plan, Cambridge Econometrics has also identified three contextual factors that it recommends addressing within the Economic Growth Strategy and Action Plan:
- Increased momentum behind net zero, with continued public funding and private investment coming forward every year for the foreseeable future. An attractive offer and clear and distinct strategy is required to unlock this.
 - Increased levels of remote and hybrid working, presents an opportunity for affordable, amenity-rich places to attract more high wage workers. This has clear synergies with investments to develop a year-round tourism offer.
 - The UK/Global macroeconomic environment is likely to lead to a difficult 12-18 months with cost of living and energy crisis, possible recession, and proposed cuts to public services. This presents a need for dual mandate policies: short-term support package that segues into a long-term plan.
- 4.4 Cambridge Econometrics will now identify the extent to which GYBC’s existing strategic objectives align with the identified barriers and opportunities, and what lessons there may be to learn from a number of case studies it has identified in other places. Officers will then present specific recommendations to members for consideration where a) there is a clear case to improve the relevance and/or effectiveness of the Economic Growth Strategy and Action Plan and b) these are practicable within the parameters of the wider Corporate Plan.

5 STRATEGIC PROGRAMMES

5.1 Future High Streets Fund

5.1.1 Delivery against the £13.7 million award from the Future High Streets Fund is being actively managed, with delivery of individual works – including the new covered market, Heritage Centre, library relocation and partial residential redevelopment of The Conge being undertaken by the Project Management Office under approved governance structures.

5.2 Town Deal

5.2.1 Delivery against the £20.1 million award of a Town Deal is also being actively managed, with delivery of individual works – including the Winter Gardens, new University Learning Centre and strategic land assembly around North Quay being undertaken by the Project Management Office.

5.3 UK Levelling Up Fund (LUF) Round 2

5.3.1 The competitive, capital-only Levelling Up Fund (LUF) was announced at the 2020 Spending Review, with an initial £4 billion committed for England up to 2024-25. A March 2022 prospectus for Round 2 set out the approach for projects or ‘package bids’ seeking a maximum of £20 million funding, with a challenging project development and submission schedule.

5.3.2 Acknowledging the need for well-developed schemes, a detailed evidence base, intervention logic and the absolute requirement for spatial and strategic coherence within package bids, GYBC pulled together a compelling proposition with explicit cross-programme linkages – a pragmatic strategy to extend and amplify ambitious and innovative regeneration schemes already instigated under the Town Deal:

- £3.33 million: selective enhancement of the wider Rail Station site
- £18.87 million: Further strategic regeneration of North Quay riverside

5.3.3 There were 529 LUF Round 2 applicants across the UK, with 512 passing gateway checks. Of these, 111 (21%) were awarded funding. GYBC was awarded the maximum LUF value of £20 million, with a 90% intervention rate and local cash match of 10%, i.e. £22,200,000 costs = £20,000,000 LUF + £2,200,000 GYBC. Delivery will be actively managed by the Project Management Office under approved governance structures.

5.4 Cultural Development Fund (CDF) Round 3

5.4.1 A submission was made to the CDF Round 3 competition run by Arts Council England (ACE), which closed on 18 November 2022. The ‘Great Yarmouth Cultural Economic Transformation Programme’ (GYCETP) scheme is the evolution of an unsuccessful Round 2 application made by Out There Arts, integrating detailed feedback from ACE and was developed following a successful expression of interest earlier in 2022.

5.4.2 GYCETP comprises £5,458,396 total costs, with £3,596,290 CDF sought (£2,896,290 capital, £700,000 revenue) and utilises existing capital co-investment in projects as match-funding.

5.4.3 The project is GYBC-led, with Out There Arts, GY Preservation Trust (GYPT) and the wider GY

Cultural Consortium as nominal partners. It comprises 3 workstreams designed to drive forward a vibrant, inclusive and diverse 'cultural quarter', create new live/work and performance spaces and stimulate and strengthen cultural leadership, capacity and resilience, support the evolution of a year-round visitor economy and create local opportunities. Workstreams include:

- Worksteam 1: £700,000 revenue, led by the GY Cultural Consortium
Developing cultural leadership, capacity and resilience; a suite of priorities focused on maximising economic/artistic engagement with local culture, capacity building in and growth of creative enterprises, strengthening local cultural leadership structures and advocacy, visitor data-led promotion, signposting, digital wayfinding and itineraries, collaboration in areas like shared data, back-office functions
- Worksteam 2: £2,573,525 capital, led by GYBC and GYPT
Fostering the conditions for further consolidation of the creative cluster: mirroring the 'East London Effect', where creative industries have migrated outward from expensive, central locations to areas with established or emerging creative clusters. Addressing a market failure around the availability of co-located or proximal live/work space, focussing on 3 properties, including 14 and 145 King Street
- Worksteam 3: £2,184,870 capital, led by Out There Arts
Further redevelopment of the historic Ice House as a National Centre for Arts and Circus; building on the Town Deal-funded activity to fit-out and equip the Ice House as a National Centre for Arts and Circus will provide a compelling mixed-use performing arts and circus skills asset, with space for creation, training, fabrication, storage of equipment and offices

5.4.4 Arts Council England is due to announce the outcome of Cultural Development Fund Round 3 applications on 31 March 2023.

6. RISK IMPLICATIONS

- 6.1 There are a number of common risks that apply to funded project work, including an inability to achieve contracted deliverables/outputs, the adequacy of project costings/budgets and the availability of capacity/staff.
- 6.2 The allocation of UKSPF funding as set out in the latter part of *Section 3* will largely offset the risk to internal capacity in terms of business advice and economic growth functions until the end of 2024/25. Wider capacity challenges in respect of the management of UKSPF at a programme level are noted.

7. CONCLUSION

- 7.1 This Report presents to members and officers progress against the Economic Growth Strategy Delivery Plan preceding the report to the Committee on 19 September 2022. The document also provides details of outreach to and intelligence from local businesses, the initial findings of an independent review the Economic Growth Strategy and Action Plan and updates on key externally-funded strategic regeneration programmes. Highlights relating to the continued adaptation and expansion of enterprise support are presented in the narrative of the Report, with a comprehensive update in the attached Annexes.

8. FINANCIAL IMPLICATIONS

8.1 It is strongly implied that underspend against UKSPF profiles will be clawed back by central government – effectively ‘use it or lose it’. Officers are currently working through priority 2022/23 allocations and no loss of funding is anticipated.

9. BACKGROUND PAPERS

- *Annex 1:* Economic Growth Strategy Delivery Plan
- *Annex 2:* FutureGY Dashboard Report
- *Annex 3:* Enterprise Hub Dashboard Report
- *Annex 4:* EnterpriseGY Report

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










Area for consideration	Comment
Monitoring Officer Consultation:	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 Economic Growth Strategy
Financial Implications (including VAT and tax):	As outlined in the report
Legal Implications (including human rights):	None
Risk Implications:	All Risks Identified in the report
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable

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"> • Coherence and recognition of local capacity/capability • Maximising our visibility to Government/investors • Enabling us to compete more effectively for inward investment in national/international markets continues 	<ul style="list-style-type: none"> • A succession strategy has been developed and approved by partners and the Economic Development Committee which will see the project extended to March 2024, this will enable ongoing coordination/delivery of the strategy and strategic custodianship of the brand. • Following the successful attendance at Bilbao, SNS and Global offshore Wind '22 and WindEnergy Hamburg, Generate has attended Offshore energy in Amsterdam and The House of Common's reception hosted by EEEGR and the APPG. Event attendance has resulted in a total of 84 potential inward investment leads into the region with 2 new individual relationships established with GENERATE • The PR contract has now come to a close and all KPI's were met or exceeded, The PR will now continue to be managed in house by the Generate Marketing Manager and BDM. • Final statistics from the PR company report that: 51 pieces of media coverage have been produced reaching circa 2.5M individuals including 1 national story from ITV.com and 7 broadcasts. 	✓	✓	✓					✓		

			<ul style="list-style-type: none"> Pipeline currently exceeds initial target set at £5m, meaningful conversations are ongoing with all potential investors 										
1.2	Develop an offshore O&M Campus on South Denes	<ul style="list-style-type: none"> Completion of the O&M campus enabling Continued development of the South Denes and Great Yarmouth energy cluster as a centre of excellence Direct inward investment by the offshore renewables sector 	<ul style="list-style-type: none"> Demolition of site completed Construction of phase 1 infrastructure to include: pontoons, quay heading and new road begins in March 2023 with a 50 week programme of delivery Marine Management Organisation (MMO) licence received for marine site investigation Further work on-going for MMO construction licence Discharge of planning conditions ongoing Engagement with potential occupants ongoing 		✓	✓	✓			✓			✓
1.3	Develop business conferencing and incubation facilities	<ul style="list-style-type: none"> Creation of a flexible and collaborative workspace with wrap around support for small and early-stage businesses within the offshore energy supply chain 	<ul style="list-style-type: none"> Support for the Business Incubator has been secured through the Town Deal Detailed design work in progress to RIBA stage 2, supported by Greyfriars project management Operator specification drafted and advice being taken from Nplaw and Breckland Council on compliant procurement / appointment, to include input to both the detailed design work and business planning. 	✓		✓	✓		✓	✓			✓
1.4	Extend the Beacon Park Enterprise Zone	<ul style="list-style-type: none"> Inward investment and construction projects unlocked Uplift in Business Rates revenue retention to match-fund future projects and programmes 	<ul style="list-style-type: none"> Ongoing discussions with the LEP and strategic stakeholders Allocated in the Local Plan Part 2 with high level masterplan completed Included as one of ten <i>Wider Investment Ambitions</i> in the wider Town Deal narrative and Town Investment Plan but Town Deal funding not sought due to outstanding issues around costs and deliverability in the short-term 		✓		✓		✓	✓			
1.5	Southern Terminal Expansion programme	<ul style="list-style-type: none"> Increased trade being undertaken via the port Development of South Denes as a centre of excellence Improved / strengthened flood defences 	<ul style="list-style-type: none"> Masterplan and feasibility report completed and engagement with stakeholders Operations and Maintenance base phase 1 construction in South Denes to begin March 2023 Business Incubator project initiated through the Town Deal Great Yarmouth Third River Crossing due to complete in summer 2023 to improve connectivity 	✓		✓			✓	✓			✓

		<ul style="list-style-type: none"> Development of a centre of excellence for shallow water decommissioning 	<ul style="list-style-type: none"> South Denes Local Development Order (streamlined planning) adopted September 2022 A five-year £40m flood defence scheme is being delivered by the Environment Agency along the River Yare with a project group now established with the Environment Agency for future phase 'Epoch 3' Continued support to Peel Ports and other stakeholders – including operators – about expanding cruise ship utilisation of the Port to drive tourism in the Borough and beyond 										
1.6	Provide businesses support, guidance, and profile exposure via the Enterprise GY service	<ul style="list-style-type: none"> Evidence base and intelligence (Borough Profile) More economically viable start-up businesses Improved business survival rate Maximised business funding take-up Increased support and profile of local home-grown businesses 	<ul style="list-style-type: none"> Continued work and engagement between GYBC Business Advisors and East Coast College to unlock potential apprenticeships within the business community is ongoing, support includes in person and online support. Business Advisors in discussion to provide Self Employment advise and support to cohorts most likely to trade as self-employed once leaving college. Advisors continue to support the East Coast Manufacturing Group, in partnership with East Suffolk Council and New Anglia Advanced Manufacturing & Engineering (NAAME), PG will be attended the NAAME conference in February representing GYBC as local coordinator. Officers continue to support 'enable self-employment' as a route to economic inclusion to gap-fill the New Anglia Growth Programme, whose current EU-funding concluded in 2021 Q4; direct engagement in the County/LEP C-Care project, which provides some start-up support The Hub welcomed 250 individuals representing businesses / entrepreneurs looking for assistance and guidance The schedule of 18 events/ training sessions delivered professional and industry specific training to compliment the one-to-one advice on offer, which was free to all beneficiaries Local businesses and start-ups had the opportunity to attend third party approved training, the training which 	✓	✓	✓	✓	✓		✓			










			<p>was delivered at the hub and free-of-charge to borough delegates.</p> <ul style="list-style-type: none"> • Discussions with Barclays continue to with emphasis on Barclays Building Thriving Local Economies. • Streamlining of the cross-referral processes relating to the provision of business support between the Council and external providers, such as New Anglia LEP and Norfolk Chambers of Commerce continues to provide a simplified solution to the business's needs. • Officers have established a programme of direct enterprise outreach to establish an ongoing dialogue and virtual fora with representative 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. • Inward Investment is developing closer working relationships with internal Council functions, such as Property and Strategic Planning in order to provide a seamless enquiry and processing front-end with active key-account-management, tailored 'concierge'/introductions service, integration with other 'soft landing' incentives and enquiry tracking. • Officers continue to identify and signpost businesses to the LEP's grant schemes, although many have now drawn to a close. • Promotion of the <i>Norfolk Knowledge Hub</i>, 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. • Enterprise GY continues to work in active partnership with the DWP / Job Centre Plus and the LEP to publicise and promote jobs, apprenticeships, agency and placement opportunities around the borough, including critical roles in logistics, healthcare and the food/drink supply chain. • April will see business advisors presence in the Great Yarmouth Library and the Job Centre to support those 									
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			<p>who have been qualified to be at the right stage of their self-employment journey.</p> <ul style="list-style-type: none"> • Provision has been made under the UKSPF 'Supporting Local Business' investment priority to fund the Business Advisor post through to 2024/25, with a modest events budget. • The Enterprise GY team are focused on delivering Apprenticeship Support and activity within the borough, these will run seamlessly alongside the work of Apprenticeships Norfolk, local training provides. • Business advisors are actively supporting East coast College with conversations taking place for early-stage intervention for those wishing to become self-employed. 1to1 and 1 to many support is available. • GYBC Economic Growth Manager will be part of the East Coast College Strategic Employer Partnership Panel which will validate ECC's curriculum plans each year. • Officers continue to supply reports relating to Covid grant schemes to DWP / HMRC and NFI when requested. 										
1.7	Working in partnership to develop improve road physical connectivity and enhanced gateways to the Town	<ul style="list-style-type: none"> • Dualled Acle Straight / A47 • Improvement to Vauxhall, Gapton and Harfreys roundabouts • Great Yarmouth Third River Crossing • Improvements in physical connectivity 	<ul style="list-style-type: none"> • A47 Alliance has assigned dualling of the Acle Straight top priority • Vauxhall roundabout capacity improvements are being progressed by Highways England • Great Yarmouth Third River Crossing completion expected summer 2023 with improvements to the Harfreys roundabout to be delivered simultaneously by Norfolk County Council • Development Consent Orders granted for two A47 dualling schemes: Blofield to North Burlingham & Easton to North Tuddenham • Physical improvements to the rail station environment have been identified within the Town Investment Plan and are built upon within a successful Levelling Up Fund application, with £3m secured to improve the wider station gateway • A Local Cycling and Walking Infrastructure Plan (LCWIP) has been completed, with funding being investigated 	✓	✓			✓	✓	✓	✓	✓	

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"> • Redevelopment of the historic Market Place • Improved footfall and pedestrian permeability 	<ul style="list-style-type: none"> • Phase 1 of the Market Place redevelopment project is complete and Phase2 is underway. • Enabling works to have been completed for Phases 2 and 3 • Demolition of canopies has been completed and the stripping of paved areas is complete • Piling has taken place following hand digging to foundations pads where it was determined there were no services that would put this stage at risk • Pad foundations and connecting ground beams complete • Library relocation project continues at pace within timeframe • Confirmation that East Coast College / University of Suffolk partnership will invest £3.5m in the development of the project. • Talks continue with HE providers to maximise provision on the site. • Enabling works were successfully tendered and the contract awarded to D Finchams and Sons Demolition Limited and have been completed. • Work is continuing to develop the project to RIBA Stage 3 complete 	✓	✓			✓	✓	✓	✓	✓	

			<ul style="list-style-type: none"> All works at a position to move into RIBA stage 4 in 2023. 										
2.2	Develop and deliver a residential scheme on the Conge:	<ul style="list-style-type: none"> Enhancement of The Conge as a gateway to the Town Increased residential density and demand for goods/services within the Town Centre Gateway for the Great Yarmouth Town Centre established as important community hub 	<ul style="list-style-type: none"> Outline plans have been submitted and agreed for a new residential quarter on this edge-of-centre location P&R Committee has agreed to focus Future High Streets funding on more oven-ready projects, with Phase I (the southern part of the site) included in the Future High Streets programme Progress has been made in seeking a Strategic Development Partner All properties will be vacated by 31st March 2023. 					✓		✓	✓		
2.3	Complete strategic regeneration of Hall Quay and North Quay:	<ul style="list-style-type: none"> Enhancement of North Quay as a gateway to the Town Enhancement of Hall Quay Reduction in local vacancy rates in buildings 	<ul style="list-style-type: none"> North Quay Supplementary Planning Document adopted in July 2020 Soft market testing for developer interest in the summer 2022 £2.6 million for strategic land assembly at North Quay has been earmarked through the Town Deal Significant Levelling Up Fund bid submitted for North Quay in August 2022 with a positive funding outcome received in January 2023 including £17m allocated to North Quay Hall Quay Supplementary Planning Document adopted in July 2019. Public consultation was undertaken with businesses/property owners in December 2019 regarding public realm improvements. Further consideration of public realm improvements around Hall Quay to be reviewed following the completion of the Great Yarmouth Third River Crossing in 2023 				✓	✓			✓		
2.4	Deliver a successful Heritage Action Zone: programme of investment	<ul style="list-style-type: none"> Enhancing the town centre conservation area through a series of interventions and projects for all residents and visitors. Safeguarding of local historical and heritage assets Consolidation of sense-of-place. 	<ul style="list-style-type: none"> Historic England are happy with progress to date HAZ scheme targets and timelines are performing to the agreed delivery schedule 	✓			✓	✓	✓				










2.5	<p>Revolutionise town centre digital connectivity with the provision of a digital infrastructure to improve visitor experience and business connectivity:</p>	<ul style="list-style-type: none"> • Electric Vehicle charging points (EVCPs) • Tourism apps • Cashless parking • Digital payments • 4G / 5G provision • E-Scooter 	<ul style="list-style-type: none"> • With successful funding from the Office for Zero emissions 'OZEV' EV charge points have successfully been installed in Market Place, Beach Coach Station, Euston Road and St. Nicholas Car Parks, Kings Street carpark, Gorleston Highstreet carpark and the Marina Centre • With NCC acting as lead we are waiting for confirmation on the new round of funding where we will be resubmitting an updated application for funding to OZEV under the LEVI scheme with the aim to increase charging capabilities along coastal areas and the broads • GYBC are actively engaging with NCC in relation to opportunities to expand on-street EV charging points. • Cashless parking has now been rolled out across the borough for both on street and off-street parking using the MiPermit app and continues to be successful. • £190K for digitalisation has been earmarked through the Town Deal • EScooters trial due to end May 2024. • 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. • We are still waiting approval for the progression of the Tourism app. • 4G / 5G provision is still in the process of coming to GY based upon supplier's current roll out plans, these plans are currently focused on high population areas, future plans to disseminate the infrastructure into towns is still in the pipeline. 	✓	✓		✓	✓	✓	✓	✓	✓
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2.6	Unlock inward investment and commercial growth opportunities	<ul style="list-style-type: none"> Expansion of existing businesses Facilitation and attraction of new businesses from inward investment enquiries Increased commercial planning applications 	<ul style="list-style-type: none"> A UKSPF-funded Skills Manager post has been created and is currently being recruited to, alongside enabling research Provision has been made under the UKSPF 'Supporting Local Business' investment priority to fund the Economic Growth Manager post through to 2024/25 Officer facilitation in relation to specific high-value inward investment prospects is ongoing, liaising with GENERATE and key projects – such as the O&M Campus and Incubator – and providing direct support and facilitation to individual leads/prospects 	✓	✓	✓		✓	✓	✓		
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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"> Improved employment opportunities for residents Diversification and increased resilience of the local economy Improved median wage levels in Great Yarmouth Increased number of local people accessing better-paid work 	<ul style="list-style-type: none"> Skills Taskforce established with a schedule of regular meetings A UKSPF-funded Skills Manager post has been created and is currently being recruited to, alongside enabling research £280K has been allocated to support associated activity under the UKSPF 'People & Skills' investment priority for 202425 		✓	✓	✓		✓	✓	✓		
3.2	Explore opportunities	<ul style="list-style-type: none"> Secure long-term higher skills development that raises 	<ul style="list-style-type: none"> £7.46m Town Deal funding has been earmarked through Town Deal to establish a new Great Yarmouth 	✓	✓	✓	✓			✓		✓	

	with partners to establish a greater higher education presence within the Borough	aspiration and increases opportunities <ul style="list-style-type: none"> increased resilience of the local economy. retain and attract younger and higher skilled people to work and live in the Borough. A vibrant local job market 	University Learning Centre (GYULC) in the Town Centre, working with the University of Suffolk, UEA, East Coast College, the University of Suffolk and Norfolk County Council <ul style="list-style-type: none"> Forecasted completion date is estimated to be Q4 2024. 									
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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									
													
4.2	Restore and repurpose the Winter Gardens	<ul style="list-style-type: none"> Heritage asset restored Sustainable business developed Further regeneration of the seafront unlocked. Growth in the evening economy. Expanded year-round tourism and cultural offer. 	<ul style="list-style-type: none"> Engagement with Historic England required some design amends and testing Stage 2 design Addendum awaiting Member Working Group approval Feb '23 Programme & cost plan under review following impact of RIBA2 revisions Stage 3 surveys being completed (intrusive trial pits) Business Model progressing, positive discussions with National Trust Communications Plan evolved and implemented. Activity plan engagement activities underway and generating positivity for scheme Mid-Term NLHF review rescheduled to end May/early June '23 Round 2 Delivery Stage Bid date scheduled mid-August 2023 	✓		✓	✓	✓	✓	✓		✓	

4.3	Provide a cultural heritage centre in the Town Centre	<ul style="list-style-type: none"> • Vibrant Town Centre • Great Yarmouth Town Centre established as important community hub • A thriving visitor economy with an extended season • Enhanced cultural place-making, • Growth in the evening economy 	<ul style="list-style-type: none"> • Planning permission has been secured by Great Yarmouth Preservation Trust • Future High Streets Intervention 1 (residential densification) projects are currently being review concurrent to related Cultural Development Fund activity and re-examination of Future High Streets Fund deliverables 						✓		✓	
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Acronym List	
<p><i>GYBC – Great Yarmouth Borough Council</i></p> <p><i>GYTABIA - Great Yarmouth Tourism & Business Improvement Area</i></p> <p><i>GYTCP – Great Yarmouth Town Centre Partnership</i></p> <p><i>GYPT - Great Yarmouth Preservation Trust</i></p> <p><i>NCC – Norfolk County Council</i></p>	<p><i>LEP - Local Enterprise Partnership</i></p> <p><i>VEE – Visit East of England</i></p> <p><i>BR- Business Rates</i></p> <p><i>SE – Sport England</i></p> <p><i>FGP – Freshly Greated Project funded by Creative People and Places</i></p>

FutureGY Dashboard Report, 22 February 2023: 66 businesses engaged

FutureGY overview

FutureGY currently comprises 0 businesses deemed to be of significance to the local economy of Great Yarmouth due to factors such as their turnover, workforce, contribution to GVA or growth potential. As such, they are not a representative cross section of the local business community, but provide a useful barometer and sounding board.

Each constituent is assigned to one of the Business Advisors, who acts as their key account manager, maintaining regular contact in order to identify both specific issues and wider business intelligence. The highlights of these regular dialogues are collated in order to a) inform Council decision-making and policy formulation, and b) identify specific issues for the Business Advisor to follow up.

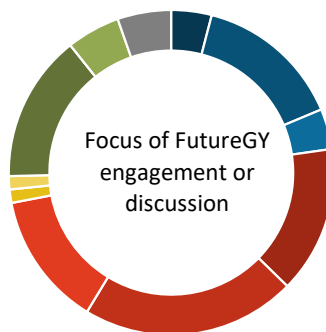
This report summarises live data drawn directly from the Economic Growth Dashboard. The intention is to augment this with commentary and specific highlights relating to, for example, skills and the supply of labour, the supply and onward distribution of materials, other company challenges, other company opportunities.

FutureGY engagement headline figures

Summary of FutureGY cohort engagements	P.Gardner	O.Irwin	Overall	% Tourism	% Offshore	% T/Centre
Total number of FutureGY businesses engaged by key account manager	40	26	66	11%	12%	3%
Total number of these contacted in last 30 working days (number : %)	40 : 100%	24 : 92%	64 : 97%			
Total number of these contacted in last 60 working days (number : %)	40 : 100%	25 : 96%	65 : 98%			
Average time since most recent contact (working days)	11	8	10			

Breakdown of FutureGY engagement/discussion by topic

Focus of engagement/discussion	Total	%	Colour key
Business planning	3	4%	
COVID and resilience	11	15%	
Events and training	3	4%	
Grants and funding	11	15%	
HR and workforces	16	21%	
Inward investment	10	13%	
Legal and compliance	1	1%	
Research, development and innovation	1	1%	
Scaling up/down	11	15%	
Start-up support	0	0%	
Sustainability	4	5%	
Other specialist/technical issues	4	5%	



Key data

The top three topics of FutureGY engagement or discussion are 'HR and workforces', 'COVID and resilience' and 'grants and funding'

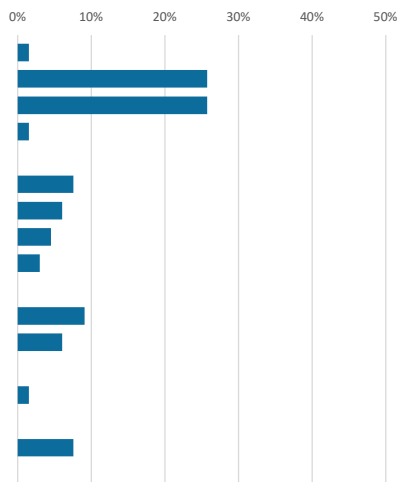
Breakdown of FutureGY cohort by strategic locale

Strategic locale	Total	%	Colour key
Within borough boundary	60	91%	
Outside borough boundary	5	8%	
Within Town Centre boundary	2	3%	
Outside Town Centre boundary	63	95%	
Within Assisted Area boundary	24	36%	
Outside Assisted Area boundary	41	62%	
No postcode recorded	1	2%	



Breakdown of FutureGY cohort by broad industrial group

Broad industrial group	Total	%
Agriculture, forestry and fishing	1	2%
Mining, quarrying, utilities, energy and water	17	26%
Manufacturing	17	26%
Construction	1	2%
Wholesale, retail and motor trades	0	0%
Transport and storage (including postal)	5	8%
Accommodation and food services	4	6%
Information and communication	3	5%
Financial and insurance	2	3%
Property	0	0%
Professional, scientific and technical	6	9%
Business administration and support services	4	6%
Public administration and defence	0	0%
Education	1	2%
Health	0	0%
Arts, entertainment, recreation and other	5	8%
No sector recorded	0	0%



Key data

The top three broad industrial groups in the FutureGY cohort are 'mining, quarrying, utilities, energy and water', 'manufacturing' and 'professional, scientific and technical'

THE HUB SUPPORTING BUSINESSES IN THE BOROUGH



Enterprise Hub Dashboard Report, 15 February 2023

GYBC Economic Growth

Current outputs against contracted CRF impact indicators

PROJECT IMPACT INDICATORS - which groups will this activity target?		TARGET	OUTPUT
People*	No. economically inactive people	20	16
	No. unemployed people	20	45
	No. employed people	23	189
	Total	63	250
Businesses*	No. small (<50 FTEs, <£10m turnover)	25	108
	No. medium (<250 FTEs, <£50m turnover)	0	0
	No. Large (>250 FTEs, >£36m turnover)	0	1
	Total	25	109
Organisations*	No. public organisations	0	6
	No. private organisations	45	144
	No. voluntary sector organisations	0	1
	Total	45	151
PROJECT IMPACT INDICATORS - what types of support will this activity provide?		TARGET	OUTPUT
Direct Support*†	No. one-to-one support beneficiaries	23	96
	No. one-to-many support beneficiaries	56	98

* data do not include impact indicators achieved by co-located partner organisations

† of which 0 are beneficiaries of both one-to-one and one-to-many support

Current workflow pipeline

	ONE-TO-ONE	ONE-TO-MANY
Total number of beneficiaries engaged	126	133
Total number of beneficiaries assisted	96	98
Total number of support sessions scheduled	4	6
Total number of no-shows	23	29
Number of additional beneficiaries supported by partner organisations at the Hub	49	14

Breakdown of all engagements by enterprise development stage

Pre-start enterprise

Typically one or more individuals accessing support and mentoring to research and plan products/services in order to develop and validate a scalable business model

Start-up enterprise

Typically an enterprise in the first stages of operation and trading, often lacking a fully-developed business model or adequate capital to move onto the next phase of business

Established enterprise

Enterprises that have commenced trading or commercial operations, typically aiming to continue to grow revenues, profits and customers within their particular industry



Current outcomes against contracted CRF outcomes

OUTCOME DESCRIPTOR	TARGET	OUTCOME
People in education/training following support	2 people	3 people
People engaged in job searching following support	3 people	2 people
Businesses introducing new products to the market as a result of support	1 business	1 business
Businesses introducing new products to the firm as a result of support	1 business	1 business
Employment increase in supported businesses as a result of support	1 FTE	1 FTE
Jobs safeguarded as a result of support	1 FTE	1 FTE
Number of new businesses created as a result of support	10 businesses	10 businesses
Organisations engaged in knowledge transfer activity following support	1 organisation	1 organisation
Investment attracted as a result of support	£5,000	£32,128
Innovation plans developed as a result of support	1 person	1 person

CRF outcome definitions

People in education/training following support

People who have received support and who are newly engaged in education (lifelong learning, formal education) or training activities (off-the-job/in-the-job training, vocational training, etc.) immediately upon leaving the operation. Education or training is defined as a structured and agreed programme of: lifelong learning; formal education; educational and/or vocational training activities (this may include on the job and/or off the job vocational training or a combination of the approaches listed).

People engaged in job searching following support

Economically inactive people who have received support and who are newly engaged in job searching activities following that support. "Engaged in job searching" is to be understood as persons usually without work, available for work and actively seeking work i.e. unemployed.

Businesses introducing new products to the market as a result of support

A product is new to the market if there is no other product available on a market that offers the same functionality, or the design or technology that the new product uses is fundamentally different from the design or technology of already existing products. Products can be tangible or intangible (incl. services and processes). Support must be for a business to introduce one of the following: 'Product' - when it is either at pre-launch or launched to the market; 'Process' - when it has been introduced into the business; 'Service' - when it has been introduced to the market.

Businesses introducing new products to the firm as a result of support

A product is new to the firm if the enterprise did not produce a product with the same functionality or the production technology is fundamentally different from the technology of already produced products. Products can be tangible or intangible (including services). The indicator measures if an enterprise is successfully supported to develop a "new to the firm" product. It includes process innovation as long as the process contributes to the development of the product. In case of cooperation operations, the indicator measures all participating enterprises to which the product is new.

Employment increase in supported businesses as a result of support

A new, permanent, paid, full-time equivalent (FTE) job created following support. This includes both part-time and full-time jobs, which should be recorded relative to full-time equivalent (FTE). FTE should be based on the standard full-time hours of the employer. New means it should not have existed with that employer before the intervention. Permanent means it should have an intended life expectancy of at least 12 months from the point at which it is created.

Jobs safeguarded as a result of support

A permanent and paid job at risk prior to when support was provided, and which the support will help the business to retain. This includes sole traders and business owners. This includes both part-time and full-time jobs, which should be recorded relative to full-time equivalent (FTE). FTE should be based on the standard full-time hours of the employer. "At risk" is defined as being forecast to be lost within 6 months.

Number of new businesses created as a result of support

A new business is one which has been registered at Companies House or HMRC as a result of the support provided.

Organisations engaged in knowledge transfer activity following support

This focuses on collaborations which are about transferring good ideas, research results and skills between the knowledge base and business to enable innovative new products and services to be developed and includes but is not exclusively limited to: Research collaborations and free dissemination of research; Joint and long-term development of new business or services; Formation of joint ventures and spin-out companies.

Investment attracted as a result of support

The gross amount of direct tangible investment attracted as a result of support.

Innovation plans developed as a result of support

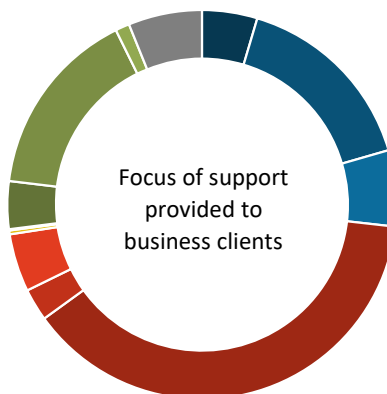
An organisation as a result of support produces or enhances an existing innovation plan.

Economic Growth / Business Support Dashboard Report, 15 February 2023

Summary of business client engagements	P.Gardner	O.Irwin	Total
Total number of business clients engaged	348	308	656
Total business clients split by type (established businesses : start-ups)	281 : 67	188 : 120	469 : 187
Total number of business clients engaged within FutureGY cohort	40	26	66
Total number of new business clients engaged during the last 60 days	24	7	31
Total number of business engagements now concluded and terminated	16	39	55
Total number of active business clients	332	269	601

% Tourism	% Offshore	% T/Centre
3%	5%	13%
% Urban	% Rural	
77%	23%	
% Established	% Start-up	
73%	27%	

Focus of business support provided	Total	%	Colour key
Business planning	43	5%	
COVID and resilience	148	16%	
Events and training	59	6%	
Grants and funding	357	38%	
HR and workforces	25	3%	
Inward investment	45	5%	
Legal and compliance	3	0%	
Research, development and innovation	1	0%	
Scaling up/down	37	4%	
Start-up support	147	16%	
Sustainability	11	1%	
Other specialist one-to-one support	57	6%	

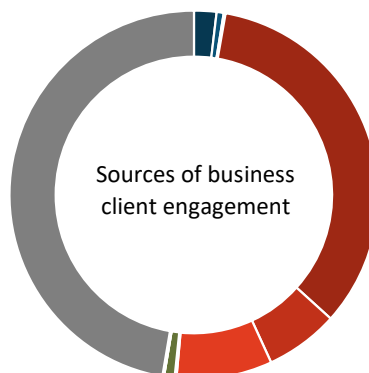


Key data

The top three areas of business client support provided are 'grants and funding', 'COVID and resilience' and 'start-up support'

Outputs	P.Gardner	O.Irwin	Total
Total hours of support provided to business clients	496	573	1069.08
Direct onward referrals made to other specialist business support	17	20	37
Outcomes	P.Gardner	O.Irwin	Total
Invested in Borough (£)	£1,365,000	£589,481	£1,954,481
Value funding applied for (£)	£4,300	£244,481	£248,781 (of which £62,941 is external sources)
Value funding secured (£)	£0	£131,630	£131,630 (of which £58,641 is external sources)
No. FTE jobs created	1	0	1
No. apprenticeships created	0	0	0

Sources of client engagement	Total	%	Colour key
GYBC Business Support Line	13	2%	
GYBC Customer Services	4	1%	
GYBC Property Team	1	0%	
Grant enquiries	222	34%	
Start-Up Grant enquiries	42	6%	
FutureGY cohort	55	8%	
New Anglia Growth Hub	1	0%	
New Anglia LEP	0	0%	
GYTABIA	6	1%	
MENTA	0	0%	
Nwes	1	0%	
Other engagement sources	309	47%	



Key data

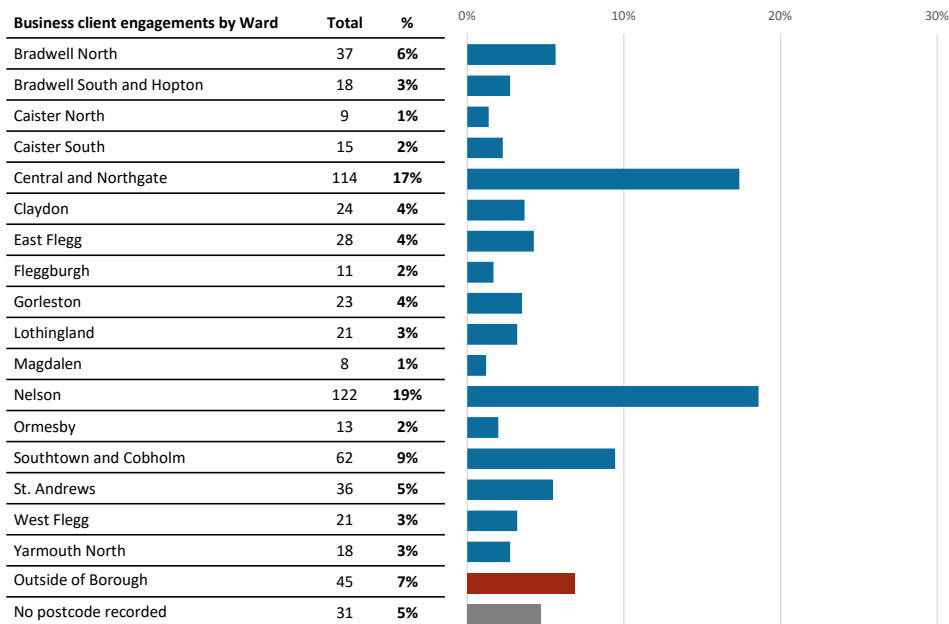
The top three engagement sources of business clients are other engagement sources, Recovery & Growth Grant enquiries and the FutureGY cohort

Onward client referral destinations	Total	%	Colour key
GYBC Business Support Line	0	0%	
GYBC Customer Services	0	0%	
GYBC Property Team	1	3%	
Recovery & Growth Grant	0	0%	
Start-Up Grant	0	0%	
FutureGY cohort	0	0%	
New Anglia Growth Hub	4	10%	
New Anglia LEP	2	5%	
GYTABIA	0	0%	
MENTA	16	41%	
Nwes	8	21%	
Other referral destinations	8	21%	



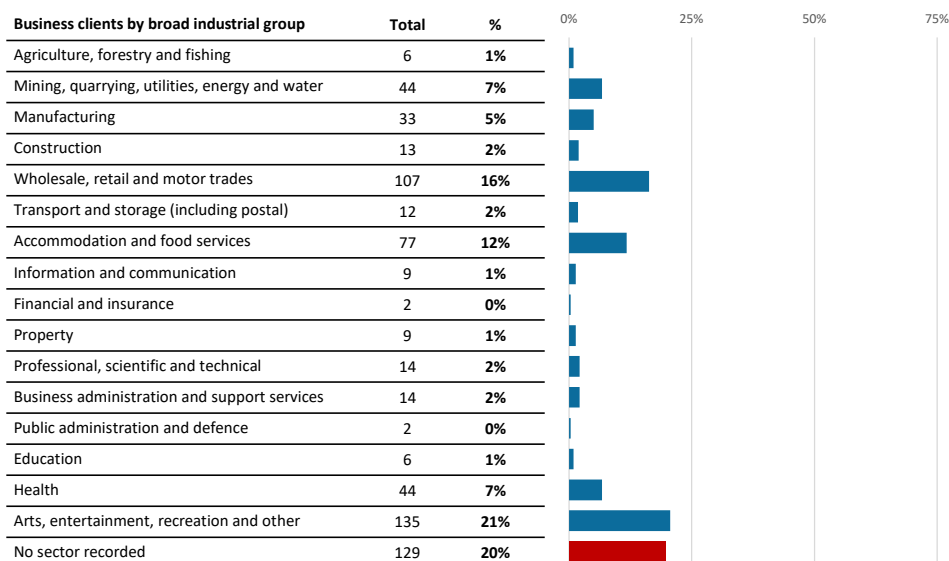
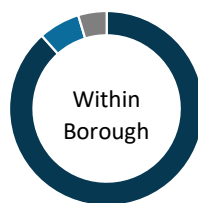
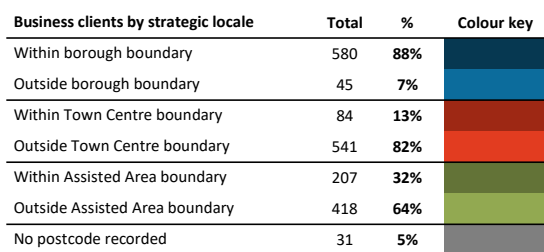
Key data

The top three onward referral destinations for business clients are MENTA, Nwes and other referral destinations



Key data

The top three wards for business client engagements are Nelson, Central and Northgate and Southtown and Cobholm



Key data

The top three broad industrial groups for business clients are 'arts, entertainment, recreation and other', 'sector not recorded' and 'wholesale, retail and motor trades'