



GREAT YARMOUTH BOROUGH COUNCIL

Economic Development Committee

Date: Monday, 06 March 2023

Time: 18:00

Venue: Council Chamber

Address: Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

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

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

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

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

Whenever you declare an interest you must say why the interest arises, so that it can be included in the minutes.

3 **MINUTES** **4 - 10**

To confirm the minutes of the meeting held on 9th January 2023.

4 **MATTERS ARISING**

To consider any matters arising from the above minutes.

5 **FORWARD PLAN**

Details

6 **ECONOMIC GROWTH STRATEGY AND ACTION PLAN UPDATE** **11 - 35**
REPORT WITH ANNEXES 3 AND 4

Report attached.

7 **GENERATE MARKETING & PROMOTION UPDATE** **36 - 72**

Report attached.

8 **TRANSPORT EAST MEMORANDUM OF UNDERSTANDING** **73 - 98**

Report attached.

9 ANY OTHER BUSINESS

Update from Barclays.



GREAT YARMOUTH
BOROUGH COUNCIL

Economic Development Committee

Minutes

Monday, 9 January 2023 at 18:00

PRESENT:-

Councillor Candon (in the Chair); Councillors Corden-Achenbach, Jeal, Lawn, Mogford, Plant, Price, Robinson-Payne, Talbot, Walker, and Wright.

Councillor Galer attended as a substitute for Councillor Freeman
Councillor Wells attended as a substitute for Councillor P. Hammond

Mr D Glason (Director of Planning & Growth), Mr S Best (Head of Inward Investment), Ms J Beck (Head of Property and Asset Management), Mr D. Wilson (Community Capacity Manager), Ms S Rushworth (Renewables Marketing Manager), Ms V. Mallender (Economic Growth Manager), Mrs S Wintle (Corporate Services Manager), Mrs A Krout (Democratic Services Officer and Ms Rebekah Downie (Democratic Services Officer).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors P. Hammond and Freeman.

Councillor Galer attended as a substitute for Councillor Freeman
Councillor Wells attended as a substitute for Councillor P. Hammond

2 DECLARATIONS OF INTEREST

Councillor Plant declared an interest in item 6 in his capacity as the portfolio holder for Highways in his role as a County Councillor.

Councillor Cordiner-Achenbach declared an interest in item 8 in her capacity as a

director of a company that may wish to apply for a grant.

3 MINUTES

The minutes of the meeting held on the 14 November 2022 were confirmed.

4 MATTERS ARISING

Councillor Jeal reported that with regard to Minute 8 of the previous meeting, the issue of HGVs carrying aggregates from Peel Ports had not improved. Councillor Plant suggested that the situation would improve with the opening of the Third River Crossing. Councillor Wright agreed and suggested taking the matter up with the County Council regarding the possibility of imposing weight restrictions on the roads in question. The Chair agreed that this matter should be taken up further with the relevant County Councillor outside of the current meeting.

5 FORWARD PLAN

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee noted the Forward Plan.

6 A47 GREAT YARMOUTH JUNCTIONS UPDATE REPORT

The Committee received and considered the report from the Director and Planning and Growth.

The Director of Planning and Growth confirmed that the Harfreys roundabout works were due to be completed was due to open at the same time as the Third River Crossing and that work was progressing on the new Vauxhall junction. All three road improvement schemes planned for the A47 in Norfolk had been granted Development Consent Orders but the legal challenge so this would be a matter for the High Court.

Councillor Plant commented that in his opinion the works were needed at the Vauxhall junction before works progressed on the dualling of the Acle Straight as this would deliver much needed improvements.

RESOLVED:-

That the Committee noted the report.

7 MARKET POLICY

The Committee received and considered the report from the Head of Property and Asset Management.

The Head of Property and Asset Management advised that this was an update of the 2018 agreement. She advised that the main changes included a revision from licence to lease for all six-day traders who could now open on a Sunday if they wish and that further two-day 'pop-up' markets could be held. The Head of Property and Asset Management clarified that the requirement for all traders to have public liability insurance remained at £5 million.

Councillor Plant asked whether now the six-day market traders were effectively in one building, whether their insurance covered the cost of the other stalls not being able to trade if there were an incident. It was advised that this would depend on the nature of the incident and would be for the insurance companies to decide. The Head of Property and Asset Management also advised that the updated policy had been to the Council's loss adjustors for consideration, and it had been advised that the cover was sufficient.

Members were also advised that each unit has been individually fire rated for 30 minutes.

Councillor Wright made reference to the policy where it now stated that the six-day traders must be open six days and asked if there was any leeway on this matter. The Head of Property and Asset Management advised that whilst works were ongoing on site there was some flexibility, however moving forward it was expected that units would be open fully during the core hours. Councillor Wright asked if there had been objections to this and was advised that none had been received.

The Head of Property and Asset Management advised that the Market Policy was a living document and as such, could be changed or amended as required. for changes. Councillor Wells asked whether the stall holders were aware that the policy was a living document. The Head of Property and Asset Management advised that they were as this was now the third version of the policy and the council always consults the traders and speaks with them on a regular basis.

Councillor Price advised that he was impressed with the document and thanked The Head of Property and Asset Management for her quick response to an incident last week in the market.

The Chair recommended that section 12.1 of the policy be amended or removed as it stated that new business support could be obtained from Market Gates but advised that that pilot has now ended and therefore no longer available. The Head of Property and Asset Management confirmed this could be removed and suggested that reference to the Market Gates facility be removed but that it be noted within the policy that Business Support would still be available.

Councillor Plant asked The Head of Property and Asset Management to clarify whether traders needed public liability insurance or business insurance. It was advised that included within the lease was a clause that all traders needed to show proof of public liability insurance, but two-day traders did not need to have business insurance as well.

RESOLVED:-

That the Committee:

(1) Agreed to adopt the updated Market Policy.

(2) Agreed that 12.1 within the policy reference to the Market Gates Business Support facility be removed.

8 SPIRIT 2012 VOLUNTEERING CITIES – CULTURAL CONNECTIONS

The Committee received and considered the report from the Community Capacity Manager, The Community Capacity Manager who advised that the project is due to launch in February 2023.

Councillor Wells made reference to the areas covered in 1.1 of the report and commented that Somerton was the furthest northerly point of the Borough. He also requested that the Great Yarmouth Preservation Trust be added as a Tier 2 delivery partner due to the synergies involved. Councillor Wells also declared a Declaration of Interest as he was a director of the trust. The Community Capacity Manager advised that the Preservation Trust would be considered as a possible partner of the steering group.

Councillor Wells asked whether the two-and-a-half-year programme had already started. The Community Capacity Manager reported that it had already started, and that there was due to be a public launch, and this would then continue until March 2025.

Councillor Wright asked with regard to staff for the project and was advised that the project would be taking on three part time staff.

The Chair thanked The Community Capacity Manager for the report.

Councillor Plant asked whether recommendation b should include East Suffolk Council and was advised that it should.

RESOLVED:-

That the Economic Development Committee

a. Noted the successful grant award from Spirit 2012 from its 'Volunteering Cities' fund shared between Great Yarmouth Borough Council and East Suffolk Council.

b. Agreed that Great Yarmouth Borough Council and East Suffolk Council will act as Accountable Body for the award which follows on from the joint bid between to become the UK City of Culture.

c. Supported the key aims and deliverables of the Spirit 2012 'GY&ES Cultural Connections' project as set out in this report.

d. Requested that an annual update report be provided on deliverables and outcomes.

9 NATIONAL APPRENTICESHIP WEEK 2023

The Committee received and considered the report from the Economic Growth Manager.

Councillor Wright stated that anything that could be done to encourage young people into work was a good thing but raised some slight concern with regard to the underspend on the Apprenticeship Levy as he commented this would be clawed back by the Government if not spent. He stated that employers in the Borough should be encouraged to take on apprentices.

Councillor Wright raised further concern in that there had been a huge decrease in the number of apprentices from 2015 – 2020. The Economic Growth Manager advised that there was an increase in apprenticeships from 2021-2022 which showed positive action was being taken. Councillor Wright advised that he was pleased that the number of apprenticeships was now on an upward trend, and that he was aware of the effect that Covid had had.

Councillor Cordiner-Achenbach asked whether key employers in the area were taking on apprentices and whether local colleges were offering the right Level 2 and 3 courses to enable local employers to take on apprentices. She stated that Easton College no longer provided a horticulture apprenticeship, which was important for tourism locally. The Economic Growth Manager advised that the council would be recruiting a Skills Manager to act between the council and the colleges. She further stated that this was seen as important part of the future and Members supported this approach for the Borough.

Councillor Plant referred to Section 1.1 of the report which showed that Norfolk was doing better than the country as a whole. He advised that Great Yarmouth has specific requirements and it was a question of working with the local colleges to meet these requirements. He felt that the new post would help in this regard.

Councillor Price agreed and welcomed the initiative. He asked whether contact was made with other bodies such as City and Guilds with regard to courses. Councillor Plant advised that the County Councillor undertook this piece of work.

Councillor Talbot advised that catering apprenticeships were needed in Great Yarmouth due to the high number of that type of business and asked whether students had transport to Lowestoft. The Economic Growth Manager advised that there were ongoing conversations with the college regarding a new catering facility in Great Yarmouth. The Chair asked The Economic Growth Manager if she would be able to find out whether the levy would pay for transport and stated that the National Apprenticeships Week would be the ideal platform to promote the new Skills Manager and how that role would build on the success of apprenticeships in Great Yarmouth.

ACTION:-

The Economic Growth Manager to ascertain whether the Apprenticeship Levy would pay transport costs. [Page 8 of 98](#)

RESOLVED:-

That the Committee noted and commented on the National Apprenticeship Week 2023 report.

10 GENERATE – MARKETING AND PROMOTION INTERIM UPDATE

The Committee received and considered the report from the Renewables Marketing Manager, Sara Rushworth who advised there was a recommendation, 'To endorse the future programme 2023/2024', missing from the report.

The committee was shown a 3D rendering of the O & M Campus.

Councillor Jeal highlighted that the video did not show the security gate which was in situ and that members of the public might see this as open entry into the port area.

Councillor Wright was concerned about the positioning of the pontoons and what impact they might have on river vessels/river flows. The Director of Planning and Growth advised that the river had been modelled (through national experts in this field) as part of the O&M project to not show any effect.

Councillor Walker advised that many years ago there were plans to close South Denes Road and asked whether this was still the case. The Director of Planning and Growth advised that this was not included in the current plans.

RESOLVED:-

That the Committee

1. Reviewed and commented on the GENERATE Marketing and Promotion Interim Update report.
2. Endorsed the 2023/2024 programme.

11 ENTERPRISE HUB UPDATE

The Committee received and considered the report from the Economic Growth Manager.

The Chair thanked officers for their involvement in the successful pilot scheme and hoped that momentum could be maintained to encourage further business start-ups and provide help for current businesses.

RESOLVED:-

That the Economic Development Committee

- 1) Acknowledged the success of the 'Enterprise Hub' pilot as an intervention delivering on-the-ground business support in Great Yarmouth.
- 2) Noted that the final outcome figures presented in the appended Dashboard Report (Annex A). [Page 9 of 98](#)
- 3) Requested officers continue to explore opportunities for collaboration and/or further sources of funding to enable the learning from this successful pilot to be

sustained within the borough as outlined in Section 5 of this report.

12 ANY OTHER BUSINESS

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

The meeting ended at: 20:26



URN: URN: 22-072
Subject: Economic Growth Strategy and Action Plan Update Report

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

Report by: Victoria Mallender, Economic Growth Manager
Simon Best, Head of Inward Investment.

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 	✓	✓	✓	✓	✓		✓			

was delivered at the hub and free-of-charge to borough delegates.










- 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 *Norfolk Knowledge Hub*, 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

			<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 2024/25 		✓	✓	✓		✓	✓	✓		
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.

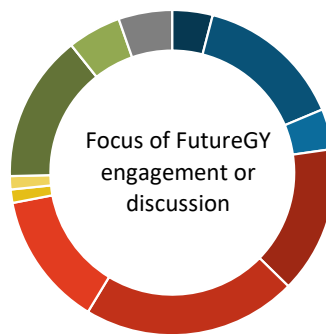
This report summarises live data drawn directly from the Economic Growth Dashboard. The intention is to augment this with commentary and specific highlights relating to, for example, skills and the supply of labour, the supply and onward distribution of materials, other company challenges, other company 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%	Dark Blue
COVID and resilience	11	15%	Blue
Events and training	3	4%	Light Blue
Grants and funding	11	15%	Red
HR and workforces	16	21%	Dark Red
Inward investment	10	13%	Orange
Legal and compliance	1	1%	Yellow
Research, development and innovation	1	1%	Light Green
Scaling up/down	11	15%	Green
Start-up support	0	0%	Light Green
Sustainability	4	5%	Light Green
Other specialist/technical issues	4	5%	Grey



Key data

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

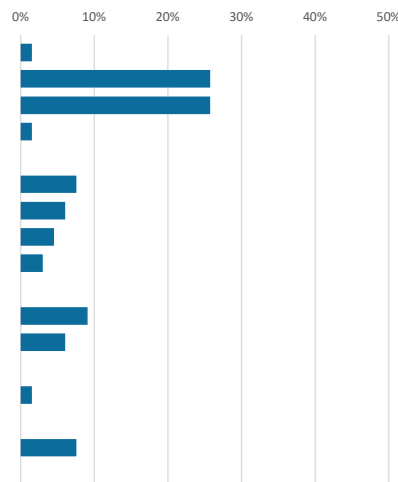
Breakdown of FutureGY cohort by strategic locale

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



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

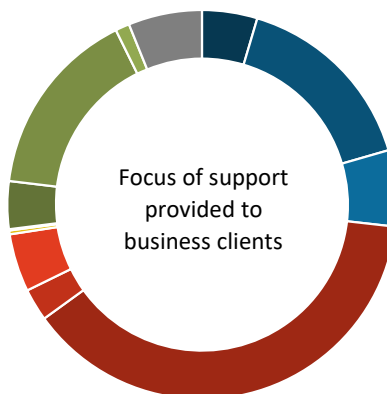
An organisation as a result of support produces or enhances an existing innovation plan.

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%	

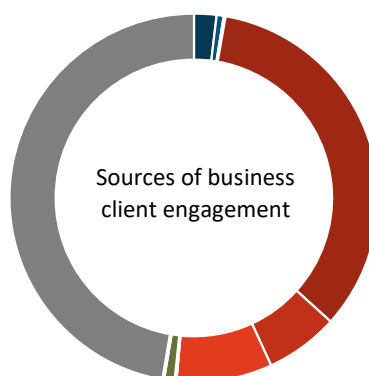


Key data

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

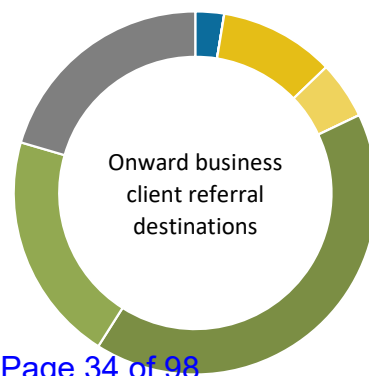
Sources of client engagement	Total	%	Colour key
GYBC Business Support Line	13	2%	
GYBC Customer Services	4	1%	
GYBC Property Team	1	0%	
Grant enquiries	222	34%	
Start-Up Grant enquiries	42	6%	
FutureGY cohort	55	8%	
New Anglia Growth Hub	1	0%	
New Anglia LEP	0	0%	
GYTABIA	6	1%	
MENTA	0	0%	
Nwes	1	0%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



Key data

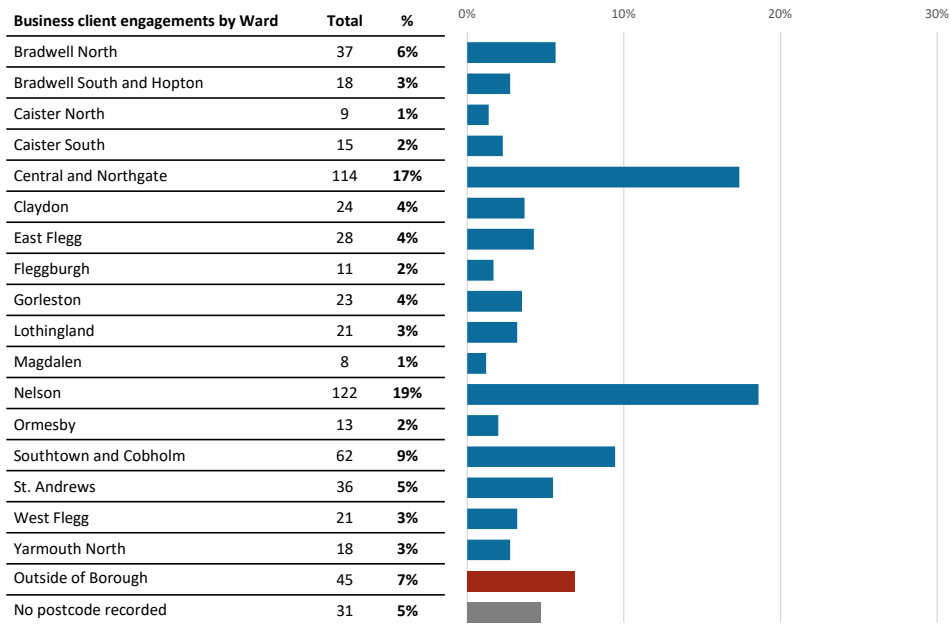
The top three engagement sources of business clients are other engagement sources, Recovery & Growth Grant enquiries and the FutureGY cohort

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

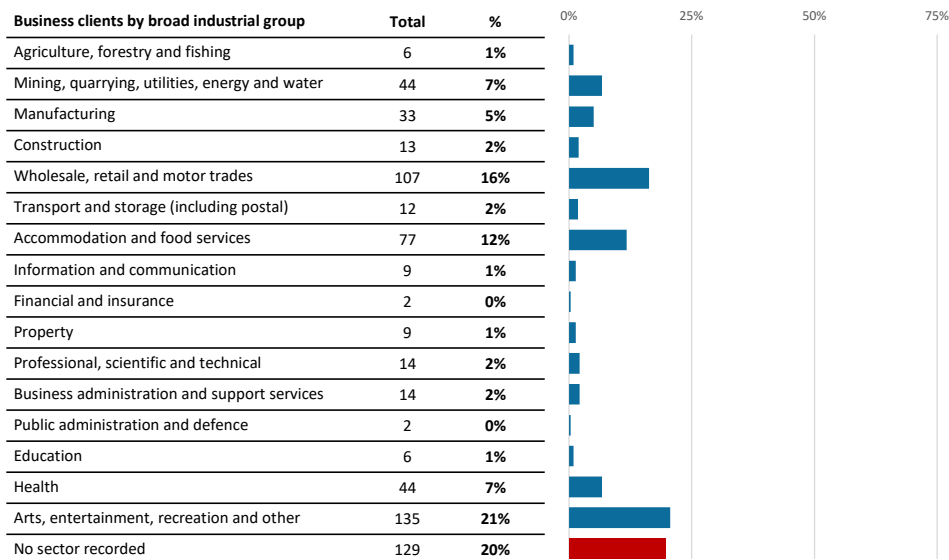
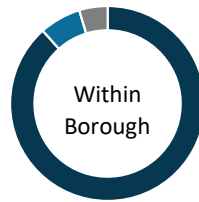
The top three onward referral destinations for business clients are MENTA, Nwes and other referral destinations



Key data

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

Business clients by strategic locale	Total	%	Colour key
Within borough boundary	580	88%	Dark Blue
Outside borough boundary	45	7%	Light Blue
Within Town Centre boundary	84	13%	Red
Outside Town Centre boundary	541	82%	Light Red
Within Assisted Area boundary	207	32%	Green
Outside Assisted Area boundary	418	64%	Light Green
No postcode recorded	31	5%	Grey



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'



URN: 22-078

Subject: GENERATE Marketing & Promotion Update

Report to: Executive Leadership Team, 22nd February 2023
Economic Development Committee, 6th March 2023

Report by: Sara Rushworth, Renewables Marketing Manager

SUBJECT MATTER

This report provides members with an update on GENERATE, and a summary of the marketing activity since the last Economic Development Committee meeting held in January 2023. It also outlines the planned activity for Q1 2023/24

RECOMMENDATION

Members are asked to:

1. Review and comment on the report

1. Introduction

- 1.1. The energy sector and its supply chain remain a priority for the Council and its partners, with significant investment being allocated in the Port through the Operations & Maintenance Campus, the growth and expansion of the cluster on South Denes and the business incubator project.
- 1.2. The GENERATE brand works collaboratively with industry to create and maintain an overarching brand to unify the 'voice' of the region. This included the creation of a comprehensive messaging matrix that can be utilised to promote the investment opportunities in the region, which is kept updated. GENERATE's role is to co-ordinate and deliver branding and promotion for the area (essentially Great Yarmouth and Lowestoft) as well as wrap-around inward investment support.
- 1.3. GENERATE provides:
 - a) A regional presence at UK and international renewable energy conferences and exhibition
 - b) Marketing and promotional material for use by all (public and private) stakeholders to champion the region based on data

2. Work to Date

- 2.1. At its meeting in January, committee members received an update on GENERATE activity since the previous committee meeting in November 2022 together with an overview of the activity plan for 2023/24. The committee were asked to consider and approve the forward plan, which they did.
- 2.2. The final event in the 2022/23 events calendar was the postponed EEEGR House of commons event which took place on 25th January 2023.
- 2.3. GENERATE were one of the sponsors for the House of Commons event alongside Vattenfall, Scottish Power Renewables, Sizewell C, Ørsted, Seaway7 and Equinor. The event was hosted by Peter Aldous MP and attended by 150+ energy leaders, all with significant clean energy projects taking place in the East of England. GENERATE and New Anglia Local Enterprise Partnership's David Dukes presented an update on projects including the Great Yarmouth Operations and Maintenance Campus.
- 2.4. The 12-month PR contract with PIER concluded at the end of January, a full report of activity and results is available in annex 1. The agency achieved or exceeded each of the agreed outputs with results as below;

KPI & Output targets	Actual
3 x comments distributed to target media outside of local press	2 press releases and 4 comments
Secure 24 pieces of coverage with 20% in key media targets	51 pieces with 20% in key titles
1 x national press story	ITV.com
Creation of infographic	Completed
Case studies written up x 3 and 1 x video created	2 case studies
LinkedIn lead generation test campaign	Completed
Increase Social Media audience	Completed

- 2.5. The total media coverage achieved was 51 pieces of media including a piece on ITV.com and 7 broadcasts this resulted in a reach of circa 2.5million.
- 2.6. An annual review of 2022 event attendance took place in February to identify the key learnings from 2022 and how presence can be maximised in the 2023 plan in light of the reduced budget and resulting change in approach to international events. A representative from each of the GENERATE partners and attendees from 2022 events were invited and asked for their input.
- 2.7. The review summarised that each event attended has been successful with KPIs being met or exceeded, the intangible benefits from these events has also been invaluable with knowledge gained, relationships established and awareness of the region raised. Learnings to incorporate into planning for 2023 include increased and more focused pre-event communication aimed at scheduling meetings with key players ahead of the event and ensuring businesses are

aware of GENERATE’s presence. Improved fact finding incorporated into the post event communications and continued focus on touching base with local businesses at each event to ensure they are supported.

- 2.8. Outputs/targets have now been extended to March 2024 and remain as proposed in September 2021 with the current position summarised, below.

Description	Pipeline	Realised
New leads being actively managed	32	3
O&M leads being actively managed	8	0
Target of £5,000,000 inward investment in active pipeline	£5,012,00	£20,240
Target of 50 jobs created	998	40
Target of 50 apprenticeships created	TBC	TBC

- 2.9. The total number of businesses that GENERATE have interacted with totals 397. These vary in value with some having a general interest in finding out about the projects and energy sector in the region, others are supply chain companies who may look to relocate or set up new/satellite office and some are larger opportunities that could result in significant investment.
- 2.10. Conversations are ongoing, although have slowed, with 3 manufacturers who could bring significant investment and jobs to the region. There are also 8 live leads who have signaled interest in the Operations & Maintenance campus. Inward investment leads of this nature do take longer to come to fruition and are resource intensive with reliance on several other partners, and departments.
- 2.11. GENERATE will continue to work to progress existing leads and identify new leads through the promotion of Great Yarmouth as a one stop shop for renewable energy and the ideal location for businesses within the operations and maintenance sector. Delivery of capital works required to land these inward investment opportunities remains a critical part of this process which GENERATE works to facilitate.
- 2.12. GENERATE continues to foster a positive and proactive relationship with the Property and Inward Investment teams within, and outside of the Council, ensuring clear communication and accurate promotion of relevant inward investment opportunities. When and where applicable GENERATE will also facilitate introductions. To date this process has been effective in managing and progressing leads, collating feedback and ensuring future opportunities are identified primarily for the Operations & Maintenance Campus.

3. Implementation of the GENERATE Marketing Strategy

- 3.1. The GENERATE strategy has been updated for 2023/24 to reflect the reduced budget the main proportion of spend, after resources, will be allocated to events, ensuring GENERATE promotes and represents the region, specifically Great Yarmouth, at renewable energy events

in the UK and internationally.

- 3.2. The use of social media platforms to promote GENERATE activity and amplify key messages remains critical to the strategy. The focus of messages being to raise awareness of the huge opportunity in the region in order to attract investment in line with the revised marketing strategy.
- 3.3. GENERATE are sponsors of a hydrogen energy event organised by East Suffolk Council which aims to inform the local supply chain about the hydrogen projects in the region and identify ways in which they could be part of, and benefit from, these projects. The plan is to replicate this event in Great Yarmouth later in the year.
- 3.4. Sizewell C is a huge opportunity for the local supply chain. GENERATE, working with the Inward Investment team at GYBC, will build on the current relationship with the Sizewell C supply chain to ensure the opportunity is communicated to the supply chain in Great Yarmouth in a timely and effective manner. This follows on from previous work by the Inward Investment team who organised an event, jointly with the Sizewell C Supply Chain, in October 2022 which took place at the Enterprise Hub.
- 3.5. Other priorities include:
 - Considered and data driven allocation of the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU to ensure that outcomes are maximized for all stakeholders.
 - Nurturing relationships with industry stakeholders and third-party event organisers to ensure where there are relevant energy related opportunities GENERATE material/participation is included.
 - Work on a new searchable digital directory, which will sit on the GENERATE website and, support a revised supply chain matrix is ongoing. A response is yet to be received from a third party who has access to updated energy sector data to find out what the nationally agreed segmentation criteria is.
 - Supply chain data and research work continues to quantify the supply chain and complete a top level gap analysis. This work will leverage knowledge from the Great Yarmouth inward investment team and other partners.
 - Relationships with the local supply chain and key stakeholders continue on an ongoing basis, these remain informal, via meetings, social media and the GYBC business newsletter.
- 3.6. GYBC Communications are briefed on any the new marketing material or initiatives to ensure a joined up approach where relevant.
- 3.7. The overlap of the work and objectives of GENERATE and the inward investment team remains significant with knowledge sharing and close working essential to success. An energy specific business engagement plan is being worked on to ensure existing and future opportunities are maximized for the benefit of the borough through investment and job creation.
- 3.8. GENERATE's KPIs are agreed by the multi-agency Enterprise Zone Funding & Governance Group. Current performance up to the end of Jan 2023 is as follows with draft target for 2023/24 detailed;

Strategic reach	Annual Target	Achieved	2023/24 Target*
Physical events hosted/co-hosted	0	6	4
Virtual events hosted	6	1	0
Data/contact information	100	502	100
Leads generated	20	70	20
Advertising reach	Annual Target	Achieved	2023/24 Target*
Print advert	12	12	0
Digital Adverts (months live)	6	6	0
Digital reach	Annual Target	Achieved	Target 2023/24*
LinkedIn followers	1,000	1302	1600
Twitter followers	500	209	500

* targets for end March 2024 (there is no budget for advertising.)

4. Next Steps

- 4.1. The revised marketing strategy has been approved and work is ongoing to agree expanded KPIs for 2023/24 annual performance focusing not just on leads generated but also on awareness, event organisation/attendance and data analysis.
- 4.2. The next three months are particularly busy for events with both a national and international event taking place, in addition there are three smaller expos scheduled where GENERATE will send delegates for fact finding purposes.
- 4.3. The first major event in the 2023/24 programme is WindEurope, Copenhagen at the end of April. This will be the first international event where the new, more cost-effective approach, taking no stand space, will be trialled. Significant work will take place ahead of the event to promote our attendance, prearrange meetings and identify potential investors to target at the event. The promotion of the Operations & Maintenance campus will be a priority.
- 4.4. In May EEEGR's SNS event will take place at Norfolk showground, conversations are ongoing with EEEGR to see how GENERATE's presence can be maximized. This is a key event in the GENERATE calendar, a crucial opportunity to support the local supply chain and promote the work of the local authorities and the project taking place.
- 4.5. The GENERATE prospectus and offshore wind brochure will be revised and updated with the latest data and news on projects. These will be ready to take to the events from April onwards.
- 4.6. The next 12 months are a critical time for the new Operations & Maintenance Campus with Phase 1 in progress and due for completion in 12 months. A promotional plan is in draft format to go live at the start of April, activity concentrates on raising awareness of the project

within the region, nationally and internationally aiming to generate more interest, arrange site visits and progress leads.

- 4.7. The Delivery Group which is made up of operational representative from all GENERATE partners; Great Yarmouth Borough Council, East Suffolk County Council, Suffolk County Council, Norfolk County Council and the New Anglia LEP, in addition to the Funding and Governance Group will contribute and support on all activity.

5. Financial Implications

- 5.1. All the activity incorporated with this project up to the end of March 2024, falls within the agreed financial parameters of the EEEZ Marketing MoU, overseen by the multi-agency Funding & Governance Group.
- 5.2. The extension of the GENERATE project utilised the underspend from the original budget. Monies are SPECIFICALLY allocated through Pot B for cluster marketing and as such form part of the overall budget as per 5.1.

6. Risk Implications

- 6.1. Competition from other regions remain fierce, with each having their own strong identity such as the Tees (*NOF* and *Energi Coast*), Scotland (*Deep Wind*) and the Humber, which are all competing in national and international markets. The presence of GENERATE at the main offshore wind events nationally and internationally has been welcomed by industry, post GOW22 several business have registered interest in joining the GENERATE stand in 2023.
- 6.2. The brand is still relatively young and work needs to continue to ensure it's profile does not diminish, or more crucially, dialogue/facilitation with potential investors and key stakeholders falter, there is a risk that the competitiveness of the area is reduced, and investment lost.
- 6.3. The East of England Energy Group (EEEGR) has recently signalled it is going through a difficult time which, moving forwards, may impact their ability to promote the region to its full potential. This could place further responsibility on GENERATE to bridge any gaps that may arise.

7. Legal Implications

- 7.1. This extension required agreement to roll over the marketing budget and the existing Enterprise Zone Marketing MoU to be extended. This has all been agreed and documented.

8. Conclusion

- 8.1. This report provides a summary of the marketing activity in the past two month in respect of the GENERATE brand and outlines the operational focus for the first quarter of 2023/24, including the key progression of investment prospects/leads and promotion of the Operations & Maintenance campus at events.

9. Background Papers

- Annex 1 – GENERATE PR review document

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:	As part of the ELT process
Existing Council Policies:	Not applicable
Financial Implications (including VAT and tax):	As outlined in the Report
Legal Implications (including human rights):	As outlined in the Report
Risk Implications:	As identified in the Report
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable

GENERATE

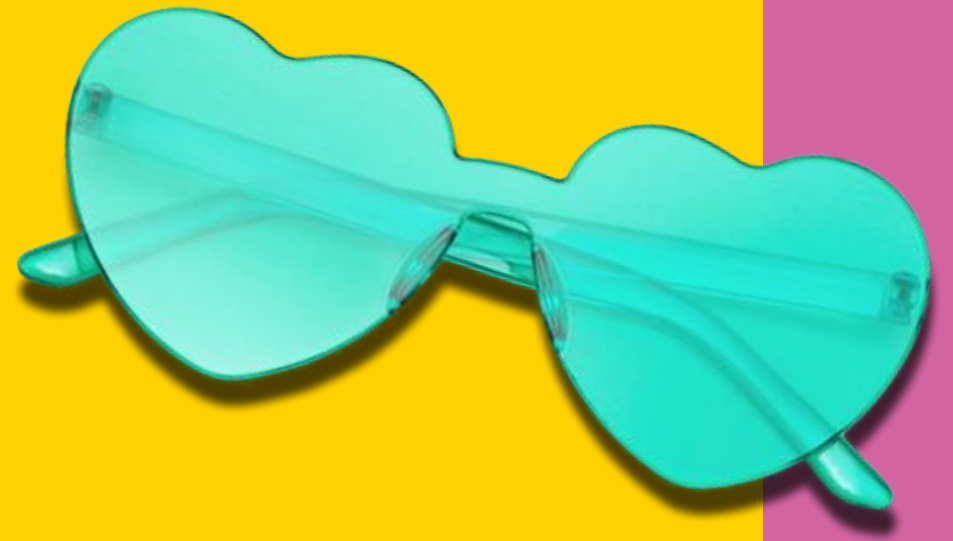
Project review –
December 22

December 2022



Output Summary

- 2 Press releases
- 4 Proactive comments
- Infographic
- LinkedIn campaign
- Media training
- Lobbying and relationship building
- 2 Case studies
- Social media posts



KPI'S

- Comments distributed on three important stories for the East of England (EA2 & 1N, Vanguard, Sizewell)
Gain press and radio coverage for the region (outside of Archant)
- Secure 24 pieces of coverage with 20% in key media targets
- 1 x national press story
- Increase followers on Twitter from 127 to 300; increase numbers following GENERATE on LinkedIn, at 1,000 Jan 2022



KPI's

Results

- 4 comments distributed, radio and media coverage secured across UK
- Secured 51 pieces of coverage with 20% in key titles
- 1x national press story (itv.com)
- LinkedIn followers 1,281
- Twitter followers 149





Coverage highlights

Press releases and proactive comments

Top stats

Coverage at a glance

- 50x appearances in the media
- 2,525,000+ reach
- 7x broadcasts
- 1x national coverage (itv.com)



Boreas Approval

VATTENFALL'S BOREAS WIND FARM HAS BEEN GIVEN DEVELOPMENT CONSENT

His comments were echoed by Ian Pease, business development manager at **GENERATE**, the East of England's energy investment partnership, who said: "Today's welcome announcement approving Vattenfall's Boreas wind farm confirms the East of England's place as the powerhouse of the UK's thriving offshore renewables industry. The East of England is at the centre of the Government's plans for a green industrial revolution, producing the lion's share of the UK's low carbon energy from offshore wind, nuclear and onshore renewables."



Business in
East Anglia

Page 49 of 98

NORFOLK WIRE
BUSINESS NEWS

Pier

Vattenfall Vanguard Wind Farm Planning Decisions



GENERATE HAILS 'NEXT STEP' FOR REGION AS MAJOR WIND FARM APPROVED

GENERATE, the East of England's pioneering energy investment partnership, has welcomed a delayed announcement that Vattenfall's Norfolk Vanguard wind farm has been given development consent by Secretary of State for Business, Energy and Industrial Strategy (BEIS), Kwasi Kwarteng.

East Anglia One North and East Anglia Two

reNEWS.BIZ

 **insight**energy

itv

EAST ANGLIAN
DAILY TIMES

RECHARGE
Global news and intelligence for the Energy Transition



Ian Pease, energy development manager at Generate, also welcomed the wind farm plans (Image: Archant)

Ian Pease, energy development manager at Generate, said: "We are really pleased to see planning permission granted for the East Anglia TWO and ONE North wind farms.

"The East of England as the UK's leading renewable energy producer is on track to supply 50% of the UK's 40GW offshore wind target by 2030 and these projects form an important part of that. By combining offshore and onshore wind, solar, nuclear power and gas, the East of England is driving the UK's energy transition, helping to keep the country on track for net zero by 2050."

Energy Strategy

WINDPOWER MONTHLY

Ian Pease, energy development manager for the East of England's Generate Energy told Windpower Monthly that "it's incredible news" and a real boost for East Anglia, which "has versatile offshore energy ports, a highly-skilled energy supply chain and unrivalled centres of energy innovation".

SUFFOLK
DIRECTOR

EAST OF ENGLAND A "KEY HUB FOR RENEWABLE ENERGY", SAYS GLOBAL LEADER

The need to produce clean energy closer to home is sharper than ever; a need that is clearly recognised within the government's recently revealed energy security strategy.

Page 52 of 98



2022 Coverage Statistics



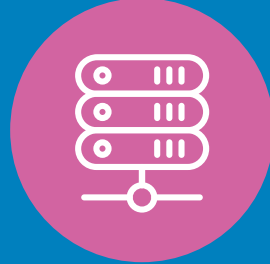
51

Pieces of coverage



2.5m

Estimated reach



10

Pieces of coverage in key titles



1

National Story (ITV.com)



7

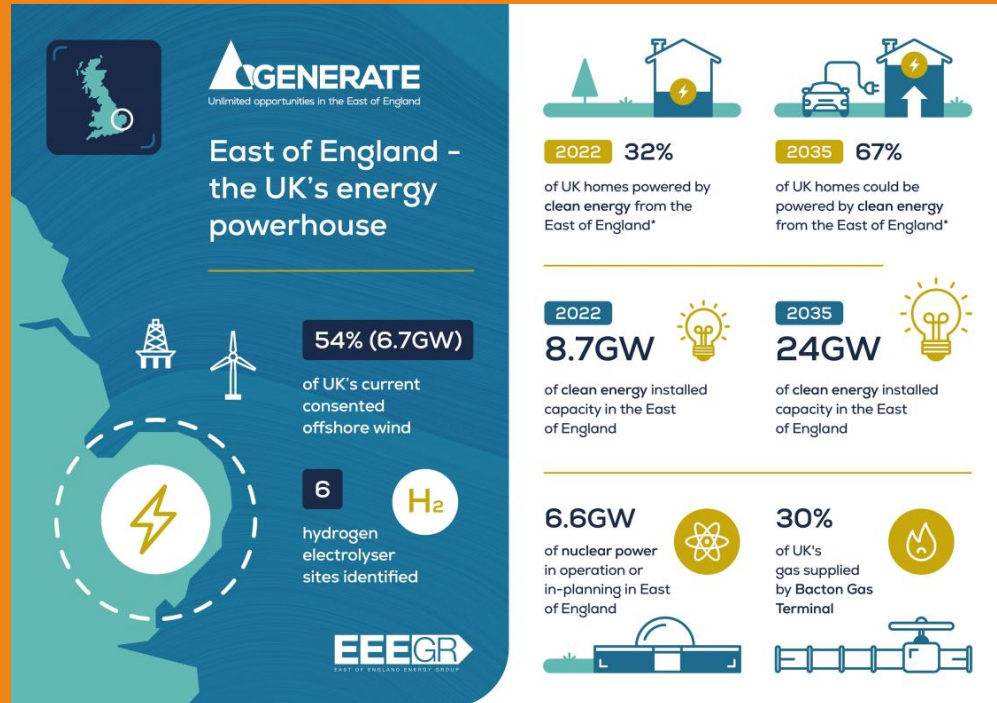
Broadcasts



Infographic

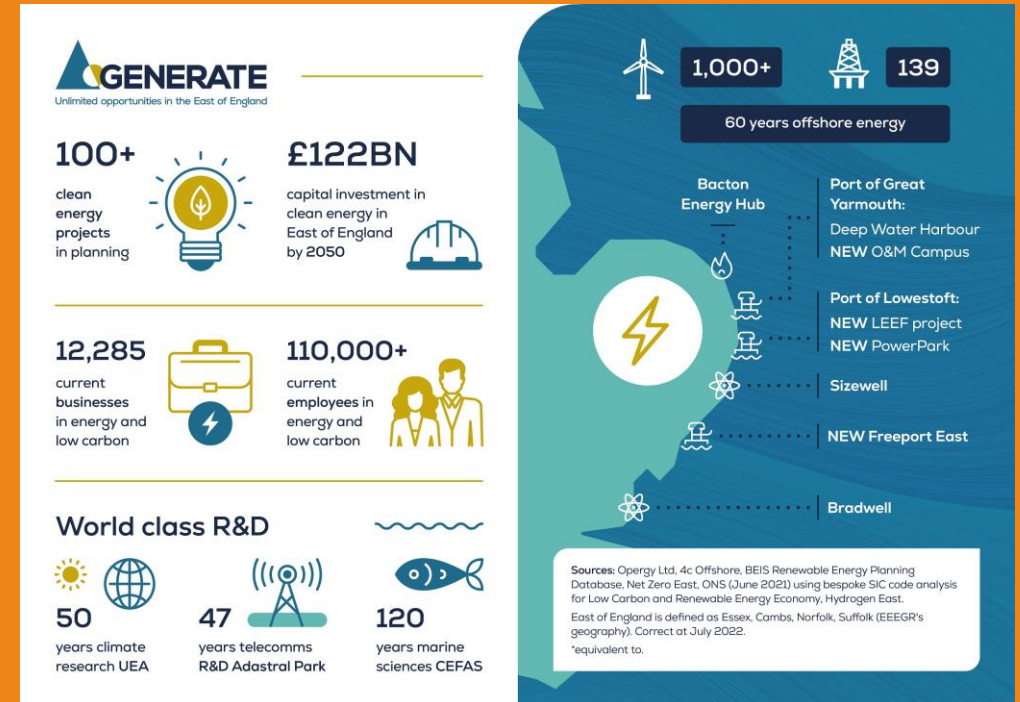
Promoting the East of England

GENERATE's Infographic



Featured by stakeholders

- Presentations and meetings
- Stats used in further media articles



Distributed across the UK to

- 200 key stakeholders
- 250+ media outlets

GENERATE's Infographic

Media coverage

H2
VIEW

EAST ANGLIAN
DAILY TIMES

Hydrogen Central
Hydrogen Industry News & Market Intelligence

DEEPMCAFEE



Avalonon Sea

www.bizeast.com

NORFOLK WIRE
BUSINESS NEWS

reNEWS.BIZ



East of England -
the UK's energy
powerhouse

54% (6.7GW)
of UK's current
consented
offshore wind

6 H₂
hydrogen
electrolyser
sites identified



2022 32%
of UK homes powered by
clean energy from the
East of England*



2035 67%
of UK homes could be
powered by clean energy
from the East of England

2022 8.7GW
of clean energy installed
capacity in the East
of England



2035 24GW
of clean energy in
capacity in the East
of England

6.6GW
of nuclear power
in operation or
in-planning in East
of England



30%
of UK's gas supplied
by Bacton Gas
Terminal



H2 View
@h2_view

#Cleanenergy from the East of England alone could power the equivalent of 20m UK homes by 2035, according to new forecasts on energy production from Generate. #H2View #hydrogennow #hydrogen



h2-view.com
Clean energy from East of England could power 20m UK homes by 2035
Clean energy from the East of England alone could power the equivalent of 20m UK homes by 2035, according to new forecasts on energy production from ...

Lobbying and Relationship Building

- Key stakeholder list created and shared
 - Ministers
 - MPs
 - Top tier and level 1 companies
- Infographic and press release shared with above key stakeholders

“With many thanks for these very helpful statistics, which will be very helpful in promoting the East of England’s energy potential in Westminster”

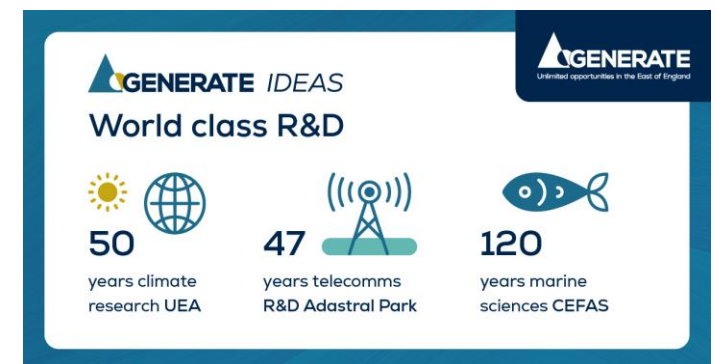
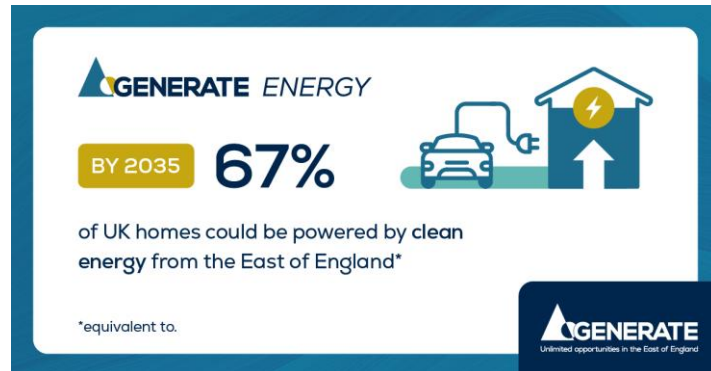
Peter Aldous, MP

Social media

Growing Generate online

Social posts

Promoting the infographic across LinkedIn and Twitter



- 20+ reposts across social channels
- 40+ engagements across socials
- List of people to follow created and shared

LinkedIn campaign

Lead generation test



Wind Week advert



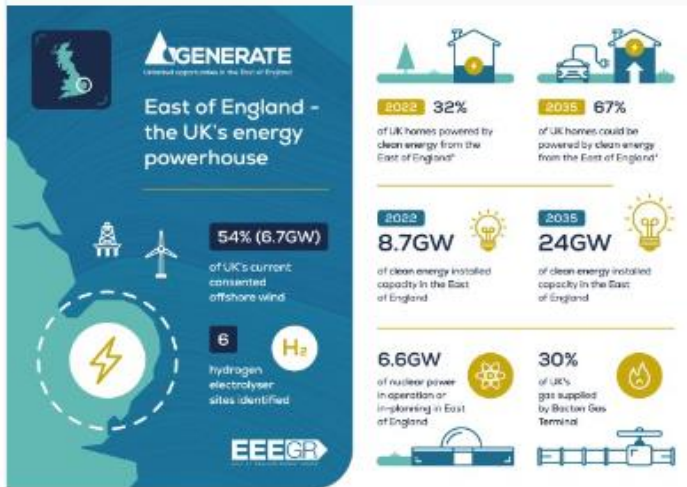
GENERATE

1,268 followers

Promoted

Experience what the East of England can bring to your business this [#WindWeek](#) with an exclusive tour of the UK's energy powerhouse. Held on the 27th of October, book your tickets today!

[#GENERATE](#) [#offshorewind](#) [#EastofEngland](#) [#Energy](#) [#EEEGR](#) [#OrbisEnergy](#)



Page 61 of 98

Take a tour of the UK's energy powerhouse

Visit offshore wind ports [#East](#)

- Excellent CTR of 0.99%
- Targeted businesses across the UK and East of England



Key statistics



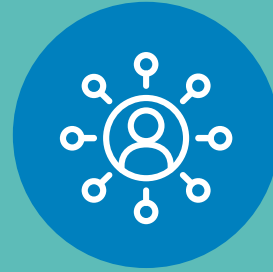
£147.24

Total
spend



21

Website
visits



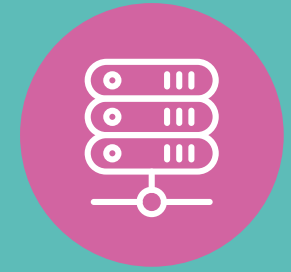
2,113

Impressions



0.99%

Click
through
ratio



£7.01

Cost per
result

Demographics

Industry/ area	Impressions	Clicks	Click Through Ratio
Operations	732	7	0.96%
Business Development	667	10	1.5%
Information technology	121	3	2.48%
Engineering	232	Below reporting minimum	
Sales	216		
Administrative	190		
Program and Project Management	138		
Research	85		
Finance	76		
Human Resources	76		
Entrepreneurship	71		
Support	70		
Community and Social Services	70		

Page 63 of 98





Who did we reach?

Companies

- Solar Energy UK
- BSI
- EDF
- Drax
- Siemens Gamesa
- RWE
- Repowering London



Who did we reach?

Company size

1001-500 employees – 0.55% CTR

10,0001+ employees – 1.06% CTR

11-50 employees – 1.27% CTR

2-10 employees – 1.33% CTR

Final deliverables

Media training and case studies

Media Training

- 1x media training day with Ian Pease
 - Practice questions and interview techniques with a former journalist
- 1x media training handbook created



Case Studies

N-Ergise – Great Yarmouth

Case study researched, drafted and shared



Windcat - Lowestoft

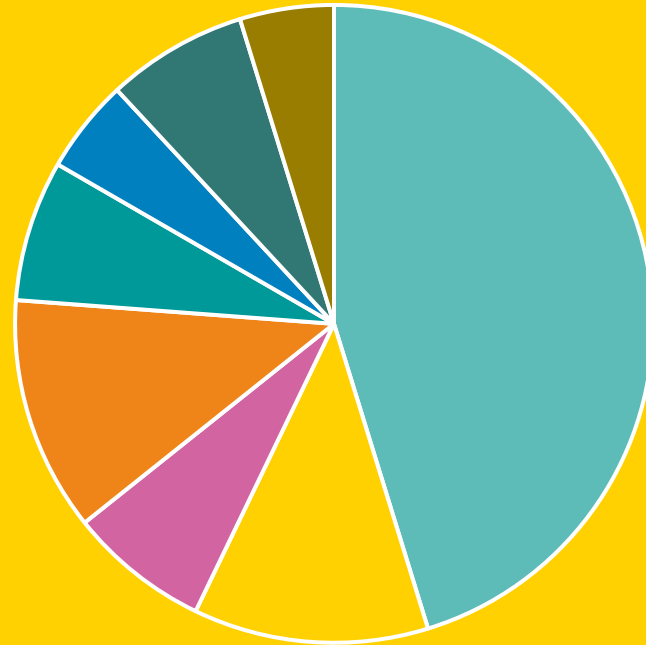
Case study researched, drafted and shared



Pier's time

- Promised 40 days of activity
- Delivered 42 days

Time spent 2022 (days)



■ Infographic ■ Comments ■ Lobbying ■ Press releases ■ Case studies ■ Social media ■ Deep dive ■ Media training



Looking forward

Growing GENERATE in 2023

GENERATE budget for one-off pieces

	Rate
Press release – drafting, issuing, follow up (3 days per release)	£1,950
LinkedIn campaign (1 day planning, 0.5 day maintenance, 0.5 day analysis and reporting - does not include direct LinkedIn budget)	£1,300
Preparing proactive/reactive commentary and distribution (2 days per piece)	£1,300
SEO guidance and social media management	£650 per day
Organising and producing photography and video assets	£650 per day



Thank you!



Caroline@pierweare.com

Lucy.Brown@pierweare.com

Olivia@pierweare.com



URN: 23-015

Subject: Transport East – Memorandum of Understanding

Report to: Economic Development Committee – 6th March 2022

Report by: Samuel Hubbard – Strategic Planning Manager

SUBJECT MATTER

This report seeks endorsement of the Memorandum of Understanding with Transport East

RECOMMENDATION

That Economic Development Committee:

- Endorse the Memorandum of Understanding contained with Appendix 1 to this report.
- Delegate authority to the Director of Planning and Growth to sign the memorandum.

1. Introduction

- 1.1. Transport East was launched in March 2018 as Sub-national Transport Body (STB) for Norfolk, Suffolk, Essex, Southend and Thurrock. Transport East provides a single voice for transport for its partners through:
 - Creating a transport strategy for the East region
 - Prioritising strategic investment and advising the Secretary of State for Transport
 - Accelerating and improving delivery
 - Supporting partners through enhanced capacity and capability
- 1.2. The Borough Council along with other District/Borough Councils and County Council have all contributed annually to the funding of Transport East since its inception. Most recently the Borough's contribution has been around £4,700.
- 1.3. Transport East has now completed its [Transport Strategy](#) setting the vision, priorities and case for investment across the region. The strategy aims to de-carbonise transport, improve connections, enhance rural and coastal communities and unlock international gateways. With relevance to Great Yarmouth, the Strategy identifies the A47 as a priority corridor, as well as the A12 from the south. The strategy also seeks to improve east west rail.
- 1.4. The partnership will use the strategy to capitalise on a range of emerging national opportunities to get the best benefits for the region. In 2023, these will include:

- Roads Investment Strategy 3. For Norfolk, this will include major decisions on both Strategic Road Network (e.g A47 and A11 Fiveways) and Major Road Network.
- Rail Network Enhancements Programme. Transport East has initiated a Rail Plan for the East to set out a single plan and vision for our future rail network.
- Thematic Priorities . Decarbonisation to net zero, energising rural and coastal areas, the formation of Active Travel England, expected launch of the national rural mobility strategy in early 2023, and the role of Transport in supporting the Office for Low Emission Vehicles, are all opportunities TE are actively engaged with to secure better outcomes for the region.

1.5. The partnership will use the strategy to capitalise on a range of emerging national opportunities to get the best benefits for the region. In 2023, these will include:

- Roads Investment Strategy 3 –For Norfolk, this will include major decisions on both Strategic Road Network (e.g A47 and A11 Fiveways) and Major Road Network.
- Rail Network Enhancements Programme – Transport East has initiated a Rail Plan for the East to set out a single plan and vision for our future rail network.
- Thematic Priorities - Decarbonisation to net zero, energising rural and coastal areas, the formation of Active Travel England, expected launch of the national rural mobility strategy in early 2023, and the role of Transport in supporting the Office for Low Emission Vehicles, are all opportunities TE are actively engaged with to secure better outcomes for the region.

1.6. Transport East are scoping the 2023/24 Business Plan for submission to ministers early this year. This will be the 2nd year of a three-year indicative work programme) with four outcomes:

- Transport East becoming a leading English STB
- Transport East planning the next generation of transport projects to 2050
- Transport East accelerating delivery of our transport priorities
- A Single Voice - Putting the East’s transport priorities firmly on the UK Map.

2. Memorandum of Understanding

2.1. An independent review of Transport East’s strategic operations and funding was completed in September last year a key recommendation was that Transport East introduce a Collaboration Agreement (Memorandum of Understanding) with funding partners, to clarify the outputs Transport East will produce for partners. This responds to requests from partners for a single document which acts as a record to underpin the partnership arrangements. The agreement also sets out the annual subscription fees districts will contribute to Transport East and this equates to just under £5k for each District authority subject to yearly increases of 3.5%.

2.2. A series of 1-to-1 meetings with districts has also been undertaken and proposals to further enhance the working relationship and ensure Norfolk districts secure full benefits from the partnership will be made shortly. The Agreement is set out below and endorsed by the Transport East Forum on 14th December 2022. Transport East would now like Norfolk district partners to endorse the agreement in advance of start Financial Year 2023/24.

3. Financial Implications

- 3.1. No additional implications. Funding for Transport East is already covered in the agreed Strategic Planning budget.

4. Legal and Risk Implications

- 4.1. The Memorandum of Understanding provides a more robust foundation for the operation of the partnership through setting out expectations and funding rather than the informal arrangements currently in place.
- 4.2. The Memorandum of Understanding is not intended to be legally binding and no legal obligations or legal rights shall arise between the parties from endorsement of the memorandum.

5. Conclusion

It is recommended that Economic Development Committee:

- Endorse the Memorandum of Understanding contained with Appendix 1 to this report.
- Delegate authority to the Director of Planning and Growth to sign the memorandum.

5.1. Appendices

Appendices:

- Appendix 1 – Memorandum of Understanding.

Area for consideration	Comment
Monitoring Officer Consultation:	Through ELT prior to Economic Development Committee
Section 151 Officer Consultation:	Through ELT prior to Economic Development Committee
Existing Council Policies:	n/a
Financial Implications (including VAT and tax):	Addressed in the report
Legal Implications (including human rights):	Addressed in the report
Risk Implications:	Addressed in the report
Equality Issues/EQIA assessment:	n/a
Crime & Disorder:	n/a
Every Child Matters:	n/a

DATED

MEMORANDUM OF UNDERSTANDING

RELATING TO THE OPERATION AND FUNDING OF TRANSPORT EAST

between

Suffolk County Council

and

Essex County Council

and

Norfolk County Council

and

Thurrock Council

and

Southend-on-Sea City Council

and

Ipswich Borough Council

and

West Suffolk Council

and

East Suffolk Council

and

Babergh District Council

and

Mid Suffolk District Council

and

Basildon Borough Council

and

Braintree District Council

and

Brentwood Borough Council

and

Castle Point Borough Council

and

Chelmsford City Council

and

Colchester Borough Council

and

Epping Forest District Council

and

Harlow Council

and

Maldon District Council

and

Rochford District Council

and

Tendring District Council

and

Uttlesford District Council

and

Breckland Council

and

Broadland District Council

and

Great Yarmouth Borough Council

and

Borough Council of King's Lynn and West Norfolk

and

North Norfolk District Council

and

Norwich City Council

and

South Norfolk District Council

CONTENTS

CLAUSE

1. Background	3
2. Purpose	4
3. Strategic Aims.....	4
4. Functions	4
5. Governance	5
6. Subscription Fees	8
7. Principles of collaboration	8
8. Escalation	9
9. Term and termination.....	9
10. Variation	9
11. Charges and liabilities	9
12. Status	10

Annexes

ANNEX A Subscription Fees	16
ANNEX B Forum Members	17
ANNEX C Wider Partnership Panel.....	19

This agreement is dated

Parties

- (1) SUFFOLK COUNTY COUNCIL of Endeavour House, 8 Russell Road, Ipswich IP1 2BX
- (2) ESSEX COUNTY COUNCIL of County Hall, Market Road, Chelmsford CM1 1QR
- (3) NORFOLK COUNTY COUNCIL of County Hall, Martineau Lane, Norwich NR1 2DH
- (4) THURROCK COUNCIL of Civic Offices, New Road, Grays RM17 6SL
- (5) SOUTHEND-ON-SEA CITY COUNCIL of Civic Centre, Victoria Avenue, Southend-on-Sea SS2 6ER
- (6) IPSWICH BOROUGH COUNCIL of Grafton House, 15-17 Russell Road, Ipswich IP1 2DE
- (7) WEST SUFFOLK COUNCIL of West Suffolk House, Western Way, Bury St Edmunds IP33 3YU
- (8) EAST SUFFOLK COUNCIL of East Suffolk House, Station Road, Melton, Woodbridge IP12 1RT
- (9) BABERGH DISTRICT COUNCIL of Endeavour House, 8 Russell Road, Ipswich IP1 2BX
- (10) MID SUFFOLK DISTRICT COUNCIL of Endeavour House, 8 Russell Road, Ipswich IP1 2BX
- (11) BASILDON BOROUGH COUNCIL of The Basildon Centre, St Martins Square, Basildon SS14 1DL
- (12) BRAINTREE DISTRICT COUNCIL of Causeway House, Bocking End, Braintree CM7 9HB
- (13) BRENTWOOD BOROUGH COUNCIL of Town Hall, Ingrave Road, Brentwood CM15 8AY
- (14) CASTLE POINT BOROUGH COUNCIL of Kiln Road, Thundersley, Benfleet SS7 1TF
- (15) CHELMSFORD CITY COUNCIL of Civic Centre, Duke Street, Chelmsford CM1 1JE
- (16) COLCHESTER BOROUGH COUNCIL of Rowan House, 33 Sheepen Road, Colchester CO3 3WG
- (17) EPPING FOREST DISTRICT COUNCIL of Civic Offices, 323 High Street, Epping CM16 4BZ
- (18) HARLOW COUNCIL of Civic Centre, The Water Gardens, College Square, Harlow CM20 1WG

- (19) MALDON DISTRICT COUNCIL of Council Offices, Princes Road, Maldon CM9 5DL
- (20) ROCHFORD DISTRICT COUNCIL of Council Offices, South Street, Rochford SS4 1BW
- (21) TENDRING DISTRICT COUNCIL of Town Hall, Station Road, Clacton-on-Sea, CO15 1SE
- (22) UTTLESFORD DISTRICT COUNCIL of Council Offices, London Road, Saffron Walden CB11 4ER
- (23) BRECKLAND COUNCIL of Elizabeth House, Walpole Loke, Dereham NR19 1EE
- (24) BROADLAND DISTRICT COUNCIL of Thorpe Lodge, 1 Yarmouth Road, Norwich NR7 0DU
- (25) GREAT YARMOUTH BOROUGH COUNCIL of Hall Plain, Great Yarmouth NR30 2QF
- (26) BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK of King's Court, Chapel Street, King's Lynn PE30 1EX
- (27) NORTH NORFOLK DISTRICT COUNCIL of Council Offices, Holt Road, Cromer NR27 9EN
- (28) NORFOLK CITY COUNCIL of City Hall, St Peter's Street, Norwich NR2 1NH
- (29) SOUTH NORFOLK DISTRICT COUNCIL of South Norfolk House, Cygnet Court, Long Stratton, Norwich NR15 2XE

together “**the Parties**”

1. Background

- 1.1 In March 2018 Transport East (“**Transport East**”) was launched as a new Sub-National Transport Body by the region’s local authorities to deliver the collective vision for the future of transport in Suffolk, Essex, Norfolk, Southend-on-Sea and Thurrock.
- 1.2 Suffolk County Council is the accountable body for the Department for Transport funding awarded to Transport East.
- 1.3 The Parties wish to record the basis on which they will collaborate with each other to implement the objectives of Transport East. This Memorandum of Understanding (**MoU**) sets out:
 - (a) the purpose and strategic aims of Transport East;
 - (b) the functions of Transport East;
 - (c) the governance arrangements for Transport East;

- (d) the funding arrangements for Transport East; and
- (e) the responsibilities of the parties.

2. Purpose

- 2.1 Transport East is the Sub-National Transport Body for Norfolk, Suffolk, Essex, Southend-on-Sea and Thurrock. It is an independent partnership, comprising the local response to the proposals contained with The Cities and Local Government Devolution Act (2016) and reflects the need for a Forum in which strategic transport issues and proposals can be addressed in a timely and efficient way.
- 2.2 Transport East provides a single point of contact for Government, its agencies, infrastructure and service providers on strategic transport issues.

3. Strategic Aims

- 3.1 Transport East will support the development of a transport network that:
 - (a) is innovative and prepared for future developments;
 - (b) enables housing and commercial growth;
 - (c) enables the efficient and effective movement of people and goods to boost economic growth;
 - (d) ensures that growth in the East is sustainable, encompassing all forms of transport including, public transport, walking and cycling;
 - (e) ensures that the East of England is a place where people want to live, work, learn and visit;
 - (f) enables people to live independently and to make the most of opportunities as they arise.

4. Functions

- 4.1 Transport East will
 - (a) Provide the focus for a single conversation on strategic transport and infrastructure related activities;
 - (b) Produce and maintain the Regional Evidence Base, the Sub-national Transport Strategy and investment priorities in the Investment and Delivery Programme;
 - (c) Represent the East of England's interests with respect to national strategy and policy ensuring effective alignment between national investment and local growth plans;
 - (d) Enable a more effective and meaningful engagement with the Department for Transport, other Sub-national Transport Bodies and

Transport for London, infrastructure agencies (such as Highways England and Network Rail) and service providers (such as bus and train operating companies), and the East of England's major ports and airports;

- (e) Provide the opportunity to share technical expertise and resources to assist with the development of a coherent and integrated transport network better able to respond to the demands of growth and changing technology;
- (f) Oversee the development of a high-level transport strategy which;
 - (i) covers the relevant geography of the membership of the Forum;
 - (ii) is linked to the delivery of economic growth and prosperity;
 - (iii) supports housing growth and development in the region; and
 - (iv) supports transition to net zero transport.

4.2 Transport East, led by the Forum, will enable the partners to realise:

- (a) More effective engagement with, and influence over decision making at the national level;
- (b) Greater added value through the sharing of knowledge, skills and resources, providing capacity to our partners;
- (c) More efficient operation of strategic, local, and major road networks;
- (d) Improved resilience of the transport system, particularly during periods of disruption (both planned and unplanned);
- (e) More efficient and effective delivery of infrastructure, with schemes delivered faster and at less cost.

4.3 The role of Transport East will be periodically reviewed to ensure that the Forum is best placed to meet the ambitions of its members.

4.4 The outputs to be delivered annually by Transport East for the benefit of partners will be set out in the annual Business Plan. The Transport East Forum is responsible for endorsing the Business Plan and ensuring the work programme reflect the needs of partners.

5. Governance

The Forum

5.1 Transport East is governed by the Transport East Forum ("**the Forum**"), which brings together representatives of Local Transport Authorities, District Planning Authorities, Local Enterprise Partnerships, Chambers of Commerce and transport providers with representatives from Government, infrastructure

agencies and transport service providers in a collaborative partnership that enables a single co-ordinated conversation.

Forum Membership and Representatives

- 5.2 Membership of the Forum will include “relevant authorities” from Norfolk, Suffolk, Essex, Southend, and Thurrock. Relevant authorities include:
- (a) Combined Authorities;
 - (b) Integrated Transport Authorities;
 - (c) County councils;
 - (d) Unitary councils;
 - (e) Tier two councils, i.e. district, borough, city.
- 5.3 One representative per relevant authority will be included as a member of the Forum, except that the tier two councils within each county will have one representative for that county. Each Local Enterprise Partnership and Chamber of Commerce within the geographical scope of Transport East will have one representative.
- 5.4 It is for each partner to nominate their representative on the Forum, but the expectation is that Local Transport Authorities will be represented by their Leader or the relevant Cabinet member, Local Enterprise Partnerships will be represented by a business-focussed member of their governing Board, and county groups of district councils by a representative nominated by the district authorities within that county. Where the nominated representative is not available to attend a Forum meeting, a substitute representative may attend in their place
- 5.5 The members of the Forum are set out in Annex B. Membership of the Forum will be reviewed on a regular basis.
- 5.6 The Department for Transport, National Highways and Network Rail will be invited to attend in an observer capacity. Transport East will seek to develop closer and more formal relationships with these three partner bodies. Additional organisations may be invited by the Forum to join as members or observers at any time where their membership and participation is seen as adding value.
- 5.7 The Chair of the Forum will be a representative from a relevant authority. The Chair will be reviewed annually by the Forum. The Deputy Chair will be a representative from the wider membership and does not need to be from a relevant authority.

Forum Meetings

- 5.8 The Forum shall meet on a quarterly basis. The meetings will be meetings of public record (papers published online) but will not be open public meetings.
- 5.9 The Forum is a collaborative organisation and decision-making within the Forum shall be by consensus. Formal arrangements for voting (where required) will be developed as the Forum becomes established, with consideration given to the appropriate allocation of votes necessary to ensure democratic accountability.
- 5.10 Third parties may be invited to participate in meetings of the Forum and invited to be members of project teams established by the Forum. Third parties may request to address the Forum on a specific issue or proposal. The Chair will determine whether to grant the request.
- 5.11 The Forum may decide to establish sub-groups where this is appropriate to address specific issues: sub-groups may be either time-limited in their duration or standing sub-groups where the issue is ongoing.

Wider Partnership Panel

- 5.12 A Wider Partnership Panel (“**the Panel**”) that includes all potential partners will meet once a year at the annual Transport Summit. The members of the Panel are set out in Annex C. Members of the Panel can be co-opted onto the Forum based upon requirements identified by the Forum members. Members of the Panel may also be co-opted onto specific sub-groups established by the Forum. Membership of the Panel will be subject to revision as required by the Forum membership, or on an annual basis.

Transport East Business Unit and Transport East Senior Officer Group

- 5.13 The Work of the Forum will be supported by the Transport East Business Unit and the Transport East Senior Officer Group (“**TESOG**”). The Transport East Business Unit comprises dedicated officers funded partly by subscription fees paid by Transport East partners. The Business Unit, led by the Strategic Director, is responsible for planning, managing and delivering the Transport East work programme set out in the annual Business Plan, as agreed annually by the Forum in advance of the start of the financial year. Suffolk County Council will be the accountable body for hosting the Strategic Director and all other officers of the Transport East Business Unit.
- 5.14 TESOG will provide technical and professional advice drawn from the Local Transport Authorities, Local Enterprise Partnerships and district authorities. Infrastructure agencies and transport service providers will be invited to support the work of TESOG, as necessary.
- 5.15 The Local Transport Authorities will nominate a suitable officer to be part of TESOG. Formal sign-off by partners will be by the LTA portfolio holder,

Leader, CEO or s151 Officer as applicable to each partner. TESOG officers will be invited to attend Forum meetings in an advisory capacity. Papers will be circulated at least five working days prior to each Forum meeting, and minutes circulated in a timely manner following the Forum meeting.

6. Subscription Fees

- 6.1 From the Commencement Date Suffolk County Council shall act as the accountable body as regards securing and managing partners annual subscription fees.
- 6.2 Each year Transport East shall write to partners requesting they send a purchase order relating to the subscription fees for the forthcoming financial year. Following receipt of the purchase order Transport East shall invoice partners for the appropriate level of subscription fees.
- 6.3 Following receipt of an invoice sent out in accordance with clause 6.2, each partner shall make payment to Transport East within 30 days.
- 6.4 The level of subscription fees for the financial year 2022/23 is as set out in Annex A. For the financial year 2023/24 and thereafter the subscription fees shall increase by 3.5% year on year.

7. Principles of collaboration

The parties agree to adopt the following principles:

- (a) collaborate and co-operate. Establish and adhere to the governance structure set out in this MoU to ensure that activities are delivered and actions taken as required;
- (b) be accountable. Take on, manage and account to the other parties for performance of the respective roles and responsibilities set out in this MoU;
- (c) be open. Communicate openly about major concerns, issues or opportunities relating to Transport East;
- (d) learn, develop and seek to achieve full potential. Share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;
- (e) adopt a positive outlook. Behave in a positive, proactive manner;
- (f) adhere to statutory requirements and best practice. Comply with applicable laws and standards including public procurement rules, data protection and freedom of information legislation;
- (g) act in a timely manner. Recognise any time-critical matters and respond accordingly to requests for support;

- (h) manage stakeholders effectively; and
- (i) act in good faith to support achievement of the strategic aims of Transport East and compliance with these principles.

8. Escalation

- 8.1 If any party has any issues, concerns or complaints about Transport East, or any matter in this MoU, that party shall notify the other parties and the parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time the matter shall be escalated to the Chair of Transport East and the Executive Director of Growth, Highways and Infrastructure, Suffolk County Council, who shall decide on the appropriate course of action to take.
- 8.2 If any party receives any formal inquiry, complaint, claim or threat of action from a third party in relation to Transport East, that party shall promptly refer the matter to the Chair of Transport East and the Executive Director of Growth, Highways and Infrastructure, Suffolk County Council. No action shall be taken in response to any such inquiry, complaint, claim or action, to the extent that such response would adversely affect Transport East, without the prior approval of the Forum.

9. Term and termination

- 9.1 This MoU shall commence on the date at the beginning of this MOU (“**the Commencement Date**”).
- 9.2 Any party may terminate their involvement in Transport East (and so their rights and obligations under this MoU) by giving at least three months' notice in writing to the Forum. A terminating party shall not be entitled to any reimbursement of their annual subscription fees.

10. Variation

This MoU, including the Annexes, may only be varied by written agreement of the Parties.

11. Charges and liabilities

- 11.1 Except as otherwise provided, the parties shall each bear their own costs and expenses incurred in complying with their obligations under this MoU.
- 11.2 The parties shall remain liable for any losses or liabilities incurred due to their own or their employee's actions and no party intends that another party shall be liable for any loss it suffers as a result of this MoU.

12. Status

12.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU. The parties enter into the MoU intending to honour all their obligations.

12.2 Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute any party as the agent of another party, nor authorise any of the parties to make or enter into any commitments for or on behalf of any other party.

Signed for and on behalf of Suffolk County Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Essex County Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Norfolk County Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Thurrock Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Southend-on-Sea City Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Ipswich Borough Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of West Suffolk Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of East Suffolk Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Babergh District Council	
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Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Mid Suffolk District Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Basildon Borough Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Braintree District Council	
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Name:	
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Date:	

Signed for and on behalf of Brentwood Borough Council	
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Signed for and on behalf of Castle Point Borough Council	
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Position:	
Date:	

Signed for and on behalf of Chelmsford City Council	
Signature:	

Name:	
Position:	
Date:	

Signed for and on behalf of Colchester Borough Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Epping Forest District Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of Harlow Council	
Signature:	
Name:	
Position:	
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Signed for and on behalf of Maldon District Council	
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Position:	
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Signed for and on behalf of Rochford District Council	
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Signed for and on behalf of Tendring District Council	
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Signed for and on behalf of Uttlesford District Council	
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Position:	
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Signed for and on behalf of Breckland Council	
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Position:	
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Signed for and on behalf of Broadland District Council	
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Name:	
Position:	
Date:	

Signed for and on behalf of Great Yarmouth Borough Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of the Borough Council of King's Lynn and West Norfolk	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of North Norfolk District Council	
Signature:	

Name:	
Position:	
Date:	

Signed for and on behalf of Norwich City Council	
Signature:	
Name:	
Position:	
Date:	

Signed for and on behalf of South Norfolk District Council	
Signature:	
Name:	
Position:	
Date:	

ANNEX A Subscription Fees

Council	Annual Subscription Fee
Suffolk, Essex and Norfolk	£36,300 each
Southend-on-Sea and Thurrock	£22,000 each
Each County Group of district councils	£33,000 each

ANNEX B Forum Members

Chair	Cllr Kevin Bentley	Leader Essex County Council
Vice- Chair	Cllr Martin Wilby	Cabinet Member for Highways, Transport and Infrastructure Norfolk County Council.
Members	Cllr Richard Smith MVO	Cabinet Member for Economic Development, Transport Strategy and Waste Suffolk County Council
	Cllr Lesley Wagland OBE	Cabinet Member for Economic Renewal, Infrastructure and Planning Essex County Council
	Cllr Steven Wakefield	Cabinet Member for Transport, Asset Management & Inward Investment Southend-on-Sea City Council
	Cllr Mark Coxshall	Cabinet Member for Regeneration and Strategic Planning Thurrock Council
	Cllr Graham Butland	Leader, Braintree District Council Representative of Essex District Councils
	Cllr Graham Plant	Deputy Leader Great Yarmouth Borough Council Representative of Norfolk District Councils
	Cllr Norman Brooks	Cabinet Member with responsibility for Transport, East Suffolk Council Representative of Suffolk District Councils
The following bodies sit on our Forum, but are	New Anglia Local Enterprise Partnership	Steve Oliver Transport Board Chair

not formal members of Transport East		
	South East Local Enterprise Partnership	Perry Glading
	Essex Chamber of Commerce	Director of Policy – TBC
	Norfolk Chamber of Commerce	Nova Fairbank Chief Executive
	Suffolk Chamber of Commerce	Paul Simon Head of Policy and Public Affairs
	National Highways	Matthew Taylor Programme Manager
	Network Rail	James Bradley Head of Strategic Planning
Observing Bodies	<p>Bedford Borough Council</p> <p>Cambridgeshire County Council and District Councils</p> <p>Cambridgeshire and Peterborough Combined Authority</p> <p>Central Bedfordshire Council</p> <p>England's Economic Heartland</p> <p>East of England Local Government Association</p> <p>Hertfordshire County Council and District Councils</p> <p>Hertfordshire LEP</p> <p>UK Innovation Corridor</p> <p>Peterborough City Council</p> <p>Department for Transport</p>	

ANNEX C Wider Partnership Panel

The Wider Partnership Panel will consist of all members of the Transport Forum listed in Appendix B, in addition to representatives from some or all of the following organisations.

- Neighbouring STBs; England's Economic Heartland and Transport for the South East
- Transport for London
- National Highways
- Network Rail
- All constituent districts
- Train Operating Companies and Freight Operating Companies
- Individual Airports or Airport Operators Association
- Ports or United Kingdom Major Ports Group (UKMPG)
- Bus providers or the Confederation of Passenger Transport
- Passenger groups
- Transport Focus
- Environmental groups
- Regional Traffic Managers' Forum
- Road Haulage Association
- Rail Freight Group
- Sustrans
- Local economic growth partnerships and bodies