



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# Economic Development Committee

**Date: Monday, 26 October 2020**

**Time: 16:00**

**Venue: Virtually**

**Address: [Venue Address]**

## **AGENDA**

**Open to Public and Press**

### **1 APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

### **2 DECLARATIONS OF INTEREST**

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

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

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

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

Whenever you declare an interest you must say why the interest

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

**3      MINUTES      4 - 8**

To confirm the minutes of the meeting held on the 17 February 2020.

**4      FORWARD PLAN      9 - 9**

Report attached.

**5      GREAT YARMOUTH TOWN CENTRE PARTNERSHIP BID (TCP) - PROPOSED FOURTH BID TERM      10 - 16**

Report attached.

**6      ECONOMIC GROWTH ACTION PLAN - UPDATE REPORT      17 - 38**

Report attached.

**7      KICKSTART PROGRAMME - OPTIONS REVIEW      39 - 42**

Report attached.

**8      ANY OTHER BUSINESS**

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

**9      EXCLUSION OF PUBLIC**

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

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

- 10 **CONFIDENTIAL - GREAT YARMOUTH OPERATIONS AND  
MAINTENANCE REPORT**  
Details
- 11 **CONFIDENTIAL MINUTES - ECONOMIC DEVELOPMENT  
COMMITTEE**  
Details
- 12 **CONFIDENTIAL MINUTES - GREAT YARMOUTH TOWN CENTRE  
MASTERPLAN MEMBERS WORKING GROUP**  
Details
- 13 **CONFIDENTIAL MINUTES - GREAT YARMOUTH TRANSPORT  
AND INFRASTRUCTURE STEERING GROUP**  
Details

# Economic Development Committee

## Minutes

Monday, 17 February 2020 at 18:30

### PRESENT:-

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

Mrs S Oxtoby (Chief Executive Officer), Mrs M Lee (Head of Customer Services), Mrs M Burdett (Head of Inward Investment), Mr S Best (Regeneration & Funding Manager), Mr D Wiles (Communications & Media Manager), Mrs V Williamson (Business Advisor, Inward Investment) & Mrs C Webb (Executive Services Officer).

### **1 APOLOGIES FOR ABSENCE**

There were no apologies for absence given at the meeting.

### **2 DECLARATIONS OF INTEREST**

There were no declarations of interest given at the meeting.

### **3 MINUTES**

The minutes of the meeting held on 18 November 2019 were confirmed.

### **4 MATTERS ARISING**

There were no matters arising from the above minutes.

### **5 FORWARD PLAN**

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee note & agree the Forward Plan.

### **6 ELECTRIC VEHICLE CHARGING POINTS IN COUNCIL OWNED CAR PARKS**

The Head of Customer Services reported the salient areas of her report which detailed the project to implement a number of electric vehicle charge points across Council owned car parks in the Borough.

The Chairman asked for clarification as to whether the charging points would be installed in King Street or Greyfriars staff car park. The Head of Customer Services confirmed that Greyfriars staff car park formed part of Phase 1, and that if further funding was secured, King Street car park would feature in Phase 2.

Councillor Candon asked whether it was free to park whilst using the electric charging point at Fullers Hill. The Head of Customer Services reported that it was free to park whilst using the charging point, after 4 pm and overnight. However, this parking area would need appropriate signage and be "spot checked" regularly throughout the day to ensure that this was not misused.

Councillor Freeman asked how visitors would be able to locate the electric charging points in the Town Centre. The Head of Customer Services reported that an app was available called "Zap Maps" which listed this information.

Councillor Wainwright reported that he thought it was too ambitious for the Government to legislate that all new cars built from 2035 would need to be electric as this would require 4000 charging points a day to be installed across the country in the intervening period which was not feasible.

RESOLVED:-

- (i) That the Committee note the progress and success of the Council's application to the Office for Low Emission Vehicles (OLEV),
- (ii) That the Committee endorse the planned implementation of Electric Vehicle Charge Points within the identified Council owned car parks; and
- (iii) That the Committee approve the next steps as outlined in section 6 of the report.

## **7 ECONOMIC STRATEGY AND GROWTH PLAN**

The Head of Inward Investment presented the salient points of the Economic Growth Strategy (2020-2025) and supplementary Action Plan to the Committee.

The Strategy & Action Plan had been developed through a review of existing documents, policies and commissioned studies, together with drawing upon the Council's Corporate Plan & Annual Action Plan.

The Head of Inward Investment reported that the strategy identified and addressed key economic opportunities and challenged and set out a range of priority actions that were being, or would be, delivered under the "strong & growing economy" strategic priority area of the Corporate Plan.

Councillor Wainwright reiterated the need for the Council to intervene to convert greater numbers of planning permissions into developed out areas. The Chief Executive Officer reported that the Housing Director was preparing a report on this issue for the Housing & Neighbourhoods Committee to bring options forward to assist in unlocking some of these sites.

Councillor Wainwright reported that it was difficult for agencies to get into schools to inform pupils about what career opportunities were available to them in the Borough, for example, in the offshore wind industry, as schools were geared to achieving academic excellence above all else. The Chief Executive Officer agreed that this was a difficult area and work was being undertaken with partners, for example, East Coast College and UEA, to identify the complete picture to ensure inclusive growth and an inclusive economy for all ages within the Borough.

The Chairman reported that he was pleased that KPI's and outcomes would be reported to the Committee on a quarterly basis.

Councillor A Wright reported his concerns regarding the lack of "local content in contracts". The Chief Executive Officer reported that this had highlighted a missing action from the action plan, that of procurement policy & social value. This inclusion could influence the Tier 1 Policy - Supply Chain opportunities.

Councillor Wainwright asked for clarification regarding the Economic Reference Group and whether there would be any Member involvement . The Head of Inward Investment reported that this body had not been set up yet. Councillor Wainwright also requested that the new Marketing & Business Development Manager attend a future Committee meeting to be introduced to members.

Councillor Wainwright asked whether there had been any positive outcomes from the conference held with Peel Ports in October 2019. The Regeneration & Funding Manager reported that he was aware that conversations between parties brought together at that event had been ongoing but that these would be commercially sensitive in nature.

The Chairman reported that the dualling of the Acle Straight had been reported as missing from the current RIS 2 programme. County officers had updated the business case and the refreshed document had been presented back to Government.

**RESOLVED:-**

(i) That the Committee received and approved the Economic Growth Strategy and supplementary Action Plan,

(ii) That the Committee agreed that the Action Plan was a "living document" and was refreshed and reported against on a quarterly basis to the Economic Development Committee; and

(iii) That an additional action for procurement and local content/social value be included in the Action Plan.

## **8 ANY OTHER BUSINESS**

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

## **9 EXCLUSION OF PUBLIC**

**RESOLVED:-**

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

**10 GREAT YARMOUTH OPERATIONS AND MAINTENANCE CAMPUS IN SOUTH DENES**

(Confidential Minute on this Item)

**11 MINUTES OF THE GY TRANSPORT & INFRASTRUCTURE STEERING GROUP**

(Confidential Minute on this Item)

**12 MINUTES OF THE GY TOWN CENTRE MASTERPLAN WORKING GROUP**

(Confidential Minute on this Item)

The meeting ended at: 19:53



### Forward Plan for Economic Development Committee

	URN	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Economic Development	Policy & Resources	Council
1	20-123	Economic Growth Action Plan Update	Head of Inward Investment	15/10/20	26/10/20		
2	20-136	O&M Facility Update	Director of Planning and Growth	15/10/20	26/10/20		
3	20-138	TCP Bid Ballot	Strategic Director (PB)	15/10/20	26/10/20		
4	20-147	Kickstart programme	Head of Inward Investment	15/10/20	26/10/20		
5		Growth Hub/Grant Take-Up in Great Yarmouth	Glen Moore (NALEP)	TBC	TBC		
7		EZ Update on Jobs	Eunice Edwards (NALEP)	TBC	TBC		
8		Offshore Wind Competitive Positioning Update	Head of Inward Investment	TBC	TBC		
9		Enterprise Zone MOU Update	Head of Inward Investment	TBC	TBC		
10		Creative People and Places	Head of Inward Investment	TBC	TBC		
12	19-077	Making Waves Together	Head of Inward Investment	TBC	TBC		

**URN:** 20-138

**Subject:** Great Yarmouth Town Centre Partnership BID (TCP) – Proposed Fourth BID Term

**Report to:** Economic Development Committee – 26 October 2020

**Report by:** Paula Boyce, Strategic Director

## **RECOMMENDATIONS**

**Members are asked to:**

- 1) Note the work undertaken by the Town Centre Partnership Company (Great Yarmouth) Limited during the term of its current Business Plan.**
- 2) Acknowledge receipt of a letter dated 25 September 2020, from the Town Centre Partnership Company (Great Yarmouth) Limited notifying the Council of its intention to commence a renewal process in 2020/21 for the Business Improvement District (BID).**
- 3) Acknowledge the request from Town Centre Partnership Company (Great Yarmouth) Limited to supply the necessary information it requires to develop the BID in accordance with the Regulations.**
- 4) Authorise officers to work with the Town Centre Partnership Company (Great Yarmouth) Limited to support the development of TCP's Business Plan and as the relevant billing authority, and to agree an Operating Agreement.**
- 5) Request prior to the BID ballot, that the Town Centre Partnership Company (Great Yarmouth) Limited provides the Council, as the relevant billing authority, with the information listed under Regulation 4 Schedule 1 of The Business Improvement Districts (England) Regulations 2004.**

## **1. INTRODUCTION**

- 1.1** The Town Centre Partnership Company (Great Yarmouth) Limited (TCP) is a public limited (not for profit) company set-up to manage and deliver activities currently under a five-year term as a Business Improvement District (BID) on behalf of its 191 levy payers. Since its establishment in 2006, the BID company has undergone two renewals with a fourth term now in preparation and the subject of this report.
- 1.2** Supported by Great Yarmouth Borough Council, Norfolk Police and Norfolk County Council, the TCP is focussed on promoting the economic, social and environmental well-being of Great Yarmouth town centre and as high street's across the UK face significant challenges with the closure of national chain stores and reducing footfall, it is more important than ever before to have a thriving TCP to support the regeneration of the town centre and market place in order to support incoming and independent retailers as well as diversification and re-purposing of buildings to further investment opportunities.

- 1.3** Under the BID Regulations, the BID proposer (TCP) is obliged to notify the Borough Council & Secretary of State at the commencement of a BID renewal process. The Council received such a letter dated 25 September 2020 (Appendix 1).
- 1.4** As the company is coming to the end of its 5-year term, this report requests authority from the Council to commence the process of a BID renewal. The proposed ballot period for the second BID term will be from 19 February 2021 to 18 March 2021.
- 1.5** The TCP is a key partner working with the Council to regenerate Great Yarmouth town centre to support the corporate priority of:

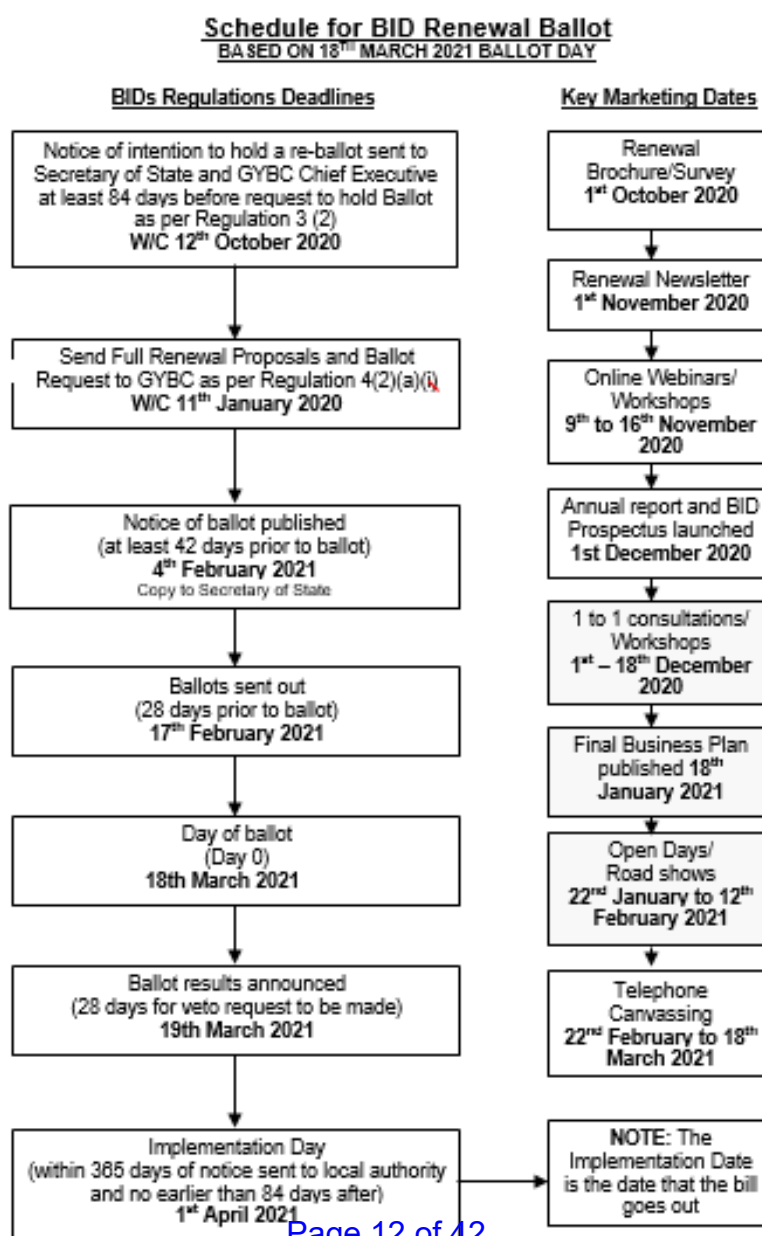
**Economic Growth** – ensuring the Borough of Great Yarmouth is well positioned to gain from the next generation of offshore energy developments and continue to build on creating the conditions for private and public investment, capturing growth and the benefits to local communities.

## **2. PREVIOUS BID TERMS**

- 2.1** The TCP was originally established in 1997 to work with all stakeholders to make Great Yarmouth Town Centre a more vibrant and attractive place to work, shop and live. Following the formation of a Business Improvement District and successful ballots in 2006, 2011 and February 2016, the company is now nearing the end of its third BID 5-year term.
- 2.2** During the last five years an agreed set of projects and services have been delivered as part of the Business Plan under two broad headings:
- **A clean and safe town centre** - CCTV, a retail radio link, Street Wardens, shared intelligence, Secure Incident Reporting and Community Engagement System (SIRCS), exclusion orders and civil recovery have played a significant role in reducing crime and anti-social behaviour in the town centre as part of the Town Partnerships 'Shop Safe' scheme.
  - **A friendly town centre** - raising the profile of Great Yarmouth Town Centre as an exciting shopping. Frequent high-quality events and promotions in and around the town centre are a vital part of maintaining the attraction for visitors. The TCP is also a funded partner in 'Go-Trade' along with the Borough Council. Go-Trade being a European project that aims to improve and modernise traditional markets in England and France to increase tourism in these areas. The market-based click and collect service, ShopAppy, is one of the investments made possible through Go-Trade.
- 2.3** Working alongside a range of other partners including the Borough Council, the TCP's Board of Directors, drawn from local business representatives who work on a voluntary basis, have striven over the last five years to deliver Business Plan projects. The BID levy raises in the region of £117,220 per annum to deliver the projects businesses voted for with spend supplemented by other Town Centre Partnership income to create an overall budget of £210,718.
- 2.4** In spring 2021 the TCP will be coming to the end of its third five-year term and will be seeking to renew the BID for a fourth term. If the renewal ballot is unsuccessful then the activities which the company undertakes on behalf of BID levy members will cease.

### 3. PROPOSAL FOR A FOURTH TERM

- 3.1 The issues facing town centres nationally have been acknowledged by Government with the launch of the Future High Street Fund for which the Council, working with the TCP and other key partners, is awaiting the outcome of its application to invest in Great Yarmouth town centre. In addition, Great Yarmouth has been selected as one of 101 towns to receive funding to develop the town's historic buildings and is also in line for a share of the governments £3.6bn 'Towns Fund' Initiative that seeks to improve transport, skills and culture throughout the Borough.
- 3.2 In accordance with the Business Improvement Districts (England) Regulations 2004, the TCP Board has resolved to put forward a proposal for a renewal of the BID for a further term. Consequently the company has notified the Council of its intention and has requested the Council, as the relevant billing authority, provides the company with the information it requires to develop a new Business Plan and an Operating Agreement.
- 3.3 In preparation for the development of a new Business Plan, the BID renewal process, and the ballot is being guided by a TCP BID Renewal Team, consisting of businesses from the TCP's Board of Directors and the Council. The timeline for the renewal process is shown below:



- 3.4 Between now and the ballot, officers propose to work with the TCP to support the development of both an Operating Agreement and Business Plan for the BID company which compliments the Council's corporate priorities and supports the business community within the geographic area of the town centre.
- 3.5 Members can be assured that the detail of the Business Plan and Operating Agreement will be presented to the council prior to the commencement of the ballot in accordance with Regulation 4 Schedule 1 of The Business Improvement Districts (England) Regulations 2004.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 Following the operating model from the first BID term TCP has proposed to enter into a third Operating Agreement with the Council to cover the arrangements for the collection of the BID Levy and the operation of the BID Levy account. Under this Agreement the following costs will need to be met by the BID company:

- Setting up of the baseline data
- Setting up and administering of the ballot
- Annual cost of BID levy collection

#### **5. LEGAL IMPLICATIONS**

- 5.1 The BID renewal is governed by The Business Improvement Districts (England) Regulations 2004 for which the Council is deemed as the relevant billing authority. The TCP is therefore required under Regulation 4 Schedule 1 of the Act to supply the Council with:
- 5.2 A copy of the BID proposals, alteration proposals or renewal proposals, as the case may be, together with a summary of:
- a) The consultation it has undertaken with those persons who are to be liable for the proposed BID levy.
  - b) The proposed Business Plan (including the estimated cash flow, an estimate of the predicted revenue to be generated and the predicted expenditure to be spent under the BID arrangements, the predicted budget over the duration of the BID arrangements and the contingency margin included in the budget).
  - c) The financial management arrangements for the BID body, and the arrangements for periodically providing the relevant billing authority with information on the finances of the BID body.
  - d) A notice in writing requesting the relevant billing authority to instruct the ballot holder to hold a BID ballot in relation to the BID proposals, an alteration ballot in relation to the alteration proposals or a renewal ballot in relation to the renewal proposals, as the case may be.
  - e) Provide the relevant billing authority with such information as it shall reasonably require to satisfy itself that the BID proposer or, as the case may be, the BID body, has sufficient funds to meet the costs of the BID ballot, the renewal ballot, or the re-ballot in relation to

the BID ballot, or the renewal ballot, as the case may be, should it be required to do so under Regulation 10 for the Act.

## **6. RISK IMPLICATIONS**

- 6.1 There is a risk that the ballot does not support the creation of a fourth BID term. However, this will be managed through careful preparation and communication as part of the campaign period leading up to the ballot by the TCP BID renewal Team.
- 6.2 Should the TCP fail to secure sufficient support from businesses, then the work of the TCP would cease, bringing with it a reduced spend on security and town centre events. Whilst the Council will continue to facilitate key public events in collaboration with partner organisations and continue to invest in and market the town centre, clearly the relationship with the local business community and need to support the TCP's plans is of paramount importance to the Council.

## **7. CONCLUSION**

- 7.1 The TCP BID is an organisation whose aim is to provide a safe, clean and friendly environment and to market the town to both customers and new retailers.
- 7.2 As one of the Council's key strategic partners, it is in the interest of the wider community and the business sector to see the TCP continue to support town centre activities and the regeneration of the town centre as part of a thriving local economy.

## **8. RECOMMENDATIONS**

**Members are asked to:**

- (a) Note the work undertaken by the Town Centre Partnership Company (Great Yarmouth) Limited during the term of its current Business Plan.**
- (b) Acknowledge receipt of a letter dated 25 September 2020, from the Town Centre Partnership Company (Great Yarmouth) Limited notifying the Council of its intention to commence a renewal process in 2020/21 for the Business Improvement District (BID).**
- (c) Acknowledge the request from Town Centre Partnership Company (Great Yarmouth) Limited to supply the necessary information it requires to develop the BID in accordance with the Regulations.**
- (d) Authorise officers to work with the Town Centre Partnership Company (Great Yarmouth) Limited to support the development of TCP's Business Plan and as the relevant billing authority, and to agree an Operating Agreement.**
- (e) Request prior to the BID ballot, that the Town Centre Partnership Company (Great Yarmouth) Limited provides the Council, as the relevant billing authority, with the information listed under Regulation 4 Schedule 1 of The Business Improvement Districts (England) Regulations 2004.**

## **9. BACKGROUND PAPERS**

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Corporate Plan.
Financial Implications:	None.
Legal Implications (including human rights):	As set out under The Business Improvement Districts (England) Regulations 2004.
Risk Implications:	As set out in section 6.
Equality Issues/EQIA assessment:	N/a
Crime & Disorder:	N/a
Every Child Matters:	N/a

Town Centre Partnership Company (Great Yarmouth) Limited (TCP)

*Town Centre Partnership (Great Yarmouth) Ltd.*

Town Centre Manager, Unit 5, Wilkinson's Yard, Market Gates, Great Yarmouth, NR30 2AX  
Telephone: (01493) 745828; Fax: (01493) 332214; Email: [tcm@gytcp.co.uk](mailto:tcm@gytcp.co.uk)

Ms Sheila Oxtoby  
Chief Executive  
Great Yarmouth Borough Council  
Town Hall  
Great Yarmouth  
Norfolk  
NR30 2QFR

25 September 2020

Dear Sheila,

**Great Yarmouth Business Improvement District Renewal**

I am writing to you on behalf of the Town Centre Partnership Company (Great Yarmouth) Ltd., to inform you of our intention pursue a renewal of the Business Improvement District in Great Yarmouth town centre as per the Business Improvement District regulations 2004.

The current BID term ends 31<sup>st</sup> March 2021 and our aim is to hold a ballot of businesses on 18<sup>th</sup> March 2021 with the ballot papers to be sent out 28 days before this date.

A Notice of Ballot must be sent out 42 days prior to the Ballot date and I will write to you ahead of this when I will also be able to provide a copy of the agreed business plan and a summary of the consultation process that helped inform the proposals.

I would be grateful if you could confirm receipt of this request and the support of Great Yarmouth Borough Council of the renewal process and ballot.

Please contact me if you have any questions on the above.

Yours Sincerely



Jonathan Newman  
Town Centre Manager  
Great Yarmouth Town Centre Partnership



Great Yarmouth  
Town Centre Partnership



**URN:** 20-123

**Subject:** Economic Growth Action Plan – Update Report

**Report to:** Economic Development Committee, 26<sup>th</sup> October 2020

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

### **SUBJECT MATTER / RECOMMENDATIONS**

This report presents to Officers and Members the progress made against the Economic Growth Action Plan since its approval by Members in February 2020. Much has happened since the last Economic Development Committee including significant progress made on key strategic projects whilst responding at a business, community and organisational level to the COVID-19 pandemic.

At the February committee, members approved the Economic Growth Strategy and Action Plan and agreed that it would be a living document. As such, the Economic Growth Action Plan has been refreshed and updated to show the progress against the aims and the outcomes of those. The themes and the corporate plan strategic priorities remain the same.

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

- 1) Review and comment on the Economic Growth Action Plan progress update.**
- 2) Approve the request to move the reporting to members bi-annually**

## **1. BACKGROUND AND CONTEXT**

- 1.1 The Economic Development Committee received, reviewed and endorsed the Economic Growth Strategy (2020-25) and supplementary Action Plan in February 2020 and agreed that to the recommendation that the action plan was a living document.
- 1.2 Like the Country, the Borough's economy has been significantly impacted by the COVID-19 crisis. Nevertheless, the Council has been able to both respond to the crisis (as evidenced by the 'Pathway to Recovery' paper presented to Policy and Resources Committee in June), as well as move forward on major projects and programmes of work particularly in relation to the plans to regenerate the Borough.
- 1.3 As members agreed to the Action Plan to being a living document, officers have refreshed the document and ensured that the operational framework remains in line with the Corporate Plan and where possible refers to the resilience and recovery of the economy both during and after waves of the COVID-19 pandemic. As a reminder the themes are:

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.

Theme 2 – Great Yarmouth and Gorleston are important community hubs and places where people choose to live as well as work, shop and undertake leisure activities.

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

Theme 4 – A thriving visitor economy with an extended season beyond the summer period.

- 1.4 The plan, as provided in Annex A, now presents a high level progress update for each of the aims, reporting on outcomes that have been achieved by the actions undertaken. A number of the actions have been brought together to be streamlined, to be clearer and much more succinct.
- 1.5 The plan also includes cross cutting themes, so each of the aims can be clearly identified as supporting one of the Boroughs key sectors (e.g. heritage, visitor economy, clean growth / energy and enterprise) as well as how an aim is being delivered by key strategic programmes such as Future High Street, or Town Deal. These were integrated as part of the feedback officers received at the February Economic Development Committee.
- 1.6 Finally, and in addition, Policy and Resources Committee members resolved to support the Council's '*Pathway to Recovery Plan*' on the 23 June 2020. This Plan provides a series of key actions to mitigate the ongoing impacts of the COVID-19 crisis. The Pathway to Recovery Plan includes actions and objectives to support the key sectors in the borough and the progress of the work against the 'economy' objectives can be found in Annex B. Some highlights of the support to the economy are below:
- Given out 90% of both government grants providing £31.57M of support to 2,821 eligible businesses in the Borough
  - Given out Discretionary Grants to 227 businesses totalling £1,709,760 in support to those who 'fell through the cracks' from the first tranche of National Government Grants.
  - Successful in receiving £410k to support the tourism and hospitality trade in COVID secure adaptations in the public realm and to deliver two delegated grant schemes.
  - Launched local adaptation grants to assist businesses to become COVID secure. 46 businesses accessed £42,773 of grants, averaging £930 a business
  - Launched a winter adaptation grant valued at £100k for the hospitality and tourism sectors
- 1.7 As the Country continues to see waves of infection and therefore impacts of the pandemic, Council Officers will continue to step up support to the Boroughs businesses and community as required.

## **2 NOTABLE PROGRESS – STRATEGIC PROGRAMMES**

### **2.1 Future High Street**

- 2.2 The Council's Future High Street Fund Full Business Case was submitted to the Government on 5 June, following the announcement of the Borough's successful Expression of Interest, submitted in March 2019. The Full Business Case was a technical document prepared according to the Treasury's Green Book framework, which sets out highly-prescriptive methods for the assessment of deliverability and value for money.
- 2.3 The Full Business Case set out the context and justification for a £49m programme within the adopted Town Centre, seeking £19.9m Future High Streets Funding. The programme comprises:

- residential densification initiatives, including newbuild and conversions;
- the establishment of a new heritage centre;
- improvements to the historic market place;
- relocation and enhancement of the library;
- progressing regeneration of The Conge;
- various cross-cutting low-carbon and digital transformation initiatives.

2.4 On 22 September, MHCLG announced that all 101 towns, nationally, have been approached for further, identical, clarifications. The responses to these clarifications has been submitted as requested. The Government still intends to announce the outcomes of the competitive assessment process this Autumn.

## 2.5 Town Deal

2.6 The Council has now been formally notified that its bid for £750K pre-allocated Towns Funding for 2020/21 has been approved. This will enable a capital infrastructure investment programme into lighting and a longer term plan for socially distanced COVID safe trails along the seafront, town and wider borough. The development of the winter programme is very much cognisant of the COVID pandemic and will closely work with a stakeholder group to ensure risk mitigation plans are developed to limit impact should plans need to change. The intention is that whilst it is safe to do so, trails and lighting will provide an ongoing cultural/artistic legacy and generating wider induced spend. This activity combined with the winter adaptation grants and business support measures under the Reopening High Streets Safely Fund will provide additional footfall, dwell time and therefore investment in the Borough as economic impacts from the COVID-19 pandemic continue.

2.7 An initial draft Town Investment Plan (TIP) has been produced for Board review and approval on 21 October 2020. The TIP builds upon the formulation of high-level objectives in the context of local challenges, opportunities, policies and priorities and their distillation as four distinct themes, each of which has been assigned to a delivery group, comprising officers and external partners:

Theme	Aim	Potential Key Project[s]
<b>Growth, Regeneration &amp; Business Development</b>	Unlocking and enabling inclusive, transformational economic growth, investment and regeneration, improving infrastructure and housing to unlock the Town's full economic potential for all our residents	Phase I development of an O&M Campus and Phase I development of an energy-focused business incubation facility within the Energy Park to provide a low-risk local base for energy sector start-ups, relocations and inward investment
<b>Skills &amp; Aspiration</b>	Maximising the local visibility and accessibility of education/skills pathways to enhance employability for people of all ages and backgrounds and reflect local workforce needs	Programmes of support to provide routes to economic activity and inclusion for residents, including a higher / further education and learning hub in the town.

<b>Culture, Heritage &amp; Tourism</b>	Stimulating and sustaining heritage, culture and arts provision and infrastructure to foster sense-of-place, de-seasonalise the visitor economy and attract/retain human capital	Restoration of key heritage buildings, including the commercial repurposing of the Winter Gardens as a year-round Seafront attraction
<b>Connectivity &amp; Sustainability</b>	Enhancing physical and digital connectivity to and within the Town to support sustainable economic growth and enable residents and businesses to respond to and benefit from emerging technologies	Includes improvements to the train station gateway, cycling and walking routes connecting town centre to sea front, digital infrastructure in Gorleston and Great Yarmouth town centre and beach, wayfinding and public realm.

2.8 The four delivery groups are currently developing specific capital project proposals within these four themes. The maximum capital funding available through a Town Deal is £25m. The total funding gap for all projects under consideration or development will significantly exceed this. It has been agreed by the Town Board that upon completion of outstanding technical/feasibility studies and investment appraisals, a prioritisation framework will be used to objectively prioritise projects using the a number of criteria including: strategic alignment, deliverability and value for money.

2.9 Officers continue to engage and consult with the key stakeholders of the Growth, Regeneration and Business development sub-group (including: Chamber of Commerce, EEEGr, Peel Ports, Environment Agency, Homes England, Norfolk County Council, New Anglia LEP) both in terms of the Town Deal Investment Plan and therefore, the aims and objectives of the refreshed Action Plan (Annex A). This ensures that key sector groups, the private sector and other influential organisations are able to influence and assist in the delivery of the vision of the Council and the targets within the Economic Growth Strategy and Action Plan.

### 3 NOTABLE PROGRESS – FUNDING FOR LOCAL BUSINESSES

3.1 The LEP has 3 main grant schemes. These are SGS (small grant scheme), GBF (Growing Business Fund) and BR&R (the new Business Resilience and Recovery fund in response to COVID-19 impacts). Officers have been promoting all the schemes to businesses via various methods including social media, targeted emails, and direct calls.

3.2 Whilst the BR&R Grant scheme uptake not been as high as expected, uptake of the other schemes has been significantly higher; circa 3 times as many more applied for this year so far, and almost double those approved (noting that we are only about 6 months into the year), as illustrated in the table, below. Please note that 2020/21 figures provided by the LEP are regularly updated as grants are approved and paid.

<b>Total values by year (Great Yarmouth)</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Value of grant funding applied for	£76,150	£146,300	£420,000
Value of grants approved	£130,850	£126,050	£248,809
Value of grants claimed	£456,404	£214,879	£8,282

Value of private co-investment realised	£3,136,500	£824,053	£33,132
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Average monthly values by year (Great Yarmouth)	2018/19	2019/20	2020/21
Value of grant funding applied for	£6,346	£12,192	£52,500
Value of grants approved	£10,904	£10,504	£31,101
Value of grants claimed	£38,034	£17,617	£1,035
Value of private co-investment realised	£261,375	£68,671	£4,142

3.3 Whilst the uptake for the BR&R scheme is low, grant uptake from the LEP funds overall, is arguably, a more useful measure of success, particularly as applications from Great Yarmouth businesses are being diverted to other grant schemes. Officers are also working with individual businesses who are close to securing significant grant funds from the GBF which will be reported in the next progress update.

3.4 Officers will significantly increase promotion of the BR&R Grant through social media, comms channels and direct outreach. EnterpriseGY is also scheduling virtual grant clinics in partnership with the Growth Hub to assist applications to a range of public funding streams. These clinics will cover more than just grants and will include: business start ups programmes, online peer to peer forum to include special guests, business recovery and marketing. A draft schedule is below:

Date	Event	Guest Speaker	Hosted by:
14 <sup>th</sup> October 2020	All About Grants	Glen Moore – New Anglia Growth Hub	GYBC Business Adviser
18 <sup>th</sup> November 2020	Behind the Scenes of the UK Economy	Patrick Campbell – Bank of England	GYBC Business Adviser
18 <sup>th</sup> December 2020	Starting a Business in 2021	TBC	GYBC Business Adviser
January 2021	How to Handle the Media	TBC from the BBC	GYBC Business Adviser
February 2021	A focus on tourism	TBC – but being sought from the UK Hospitality Industry	GYBC Business Adviser

3.5 In addition, EnterpriseGY is launching an East Coast NAAME (New Anglia Advanced Manufacturing and Engineering) group in partnership with East Suffolk Council and Hethel Engineering Centre, bringing it into direct contact with more businesses that could benefit – innovators and knowledge-led enterprises that can drive productivity gains and research and development spend.

### 3. NOTABLE PROGRESS – VISITOR ECONOMY

3.6 In order to foster a more resilient, year-round visitor economy, and following the approval of the Culture, Heritage and Tourism Strategy the Councils partners have been working on ideas of how to maximise opportunities presented by the LEP and the delivery of their Visitor Economy Recovery Plan.

3.7 The Council was successful in securing £410,000 from the Norfolk Strategic Fund to deliver support measures to businesses enabling them to open safely following the mandatory

closures placed on businesses during the early stages of the COVID-19 pandemic. As part of this programme of support, the council have delivered circa £42k of funding to 46 businesses as part of the Business Adaptation grant programme, and have also just launched the Winter Adaptation grants. Both of these schemes provide 50% match funding to small businesses within the tourism and hospitality trade, enabling them to reopen in a COVID secure way, and also prepare for the winter season as people seek to safely enjoy the Boroughs outdoor offer over the coming months.

- 3.8 As part of the aforementioned Tourism and Hospitality grant programme the council has committed to using a small proportion of that allocation to match fund the FACET project as led by the County Council. This means that as a formal partner, the council will benefit from a range of measures including reverse vending, waste collection, biofuel production (from waste takeaway oil) and other communication measures to support a more sustainable way of managing waste.
- 3.9 Finally, as has previously been mentioned in the report, Council officers with key partners GYTABIA, SeaChange Arts and the Town Centre Partnership are working up a COVID-19 winter programme including lighting and socially distanced trails.

#### **4 FINANCIAL IMPLICATIONS**

- 4.1 As the Action Plan presents, there are a large number of projects and strategic programmes underway. Many of these have either been successful in gaining grant funding, have had applications submitted (e.g. Future High Street) or are in the process of developing applications to be submitted in the next 3-6 months (e.g. Town Deal Investment Plan and Winter Gardens). Where projects require new funding or where new programmes are announced that align with the Councils strategic vision council officers will develop applications accordingly.
- 4.2 In addition, the Council will align its revenue spend and Economic Growth team resources to deliver business support via the EnterpriseGY service and will work with other intermediaries such as the Growth Hub, MENTA and the Chamber of Commerce to provide additional support to the EnterpriseGY service.

#### **5 RISK IMPLICATIONS**

- 5.1 The biggest risk at present is the impact of the COVID-19 pandemic on the economy. Whilst this has undoubtedly impacted the Country as a whole, the impact is acutely felt in Great Yarmouth due to the predominance of businesses supporting and servicing the Visitor Economy. Whilst officers and partners are working hard to deliver support for the economy via the objectives in the Councils “Pathway to Recovery Plan” and in line with the New Anglia Economic Recovery Plan, there is a risk that the already fragile economy will be further damaged by future waves of the virus, this could risk the success of the outcomes of the Economic Growth Strategy and Action Plan.

#### **6 SUMMARY**

- 6.1 There has been significant progress of the Economic Growth Strategy and Action Plan. This report outlines some of the most notable successes. Even though the Council prepares for the potential of future COVID-19 waves and other winter pressures, project and programme work

as featured in Annex A will continue and as such, will pave the way for a full regeneration programmes.

## RECOMMENDATIONS

**Members are asked to:**

- 1) Review and comment on the Economic Growth Delivery Plan progress update.**
- 2) Approve the request to move the reporting to members as bi-annually**

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	As part of ELT review.
Section 151 Officer Consultation:	As part of ELT review.
Existing Council Policies:	Corporate Plan, Annual Action Plan, Economic Growth Strategy, Pathway to Recovery Plan
Financial Implications:	None
Legal Implications (including human rights):	None
Risk Implications:	As identified in report
Equality Issues/EQIA:	The Strategy and its actions will be as fully accessible as possible
Crime & Disorder:	None
Every Child Matters:	N/A










# Economic Growth Strategy Delivery Plan

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

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

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

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










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



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

### Corporate Plan Strategic Priorities:

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

	Aim	Outcome	Progress	Cross Cutting Themes									
													
1.1	Deliver the Norfolk and Suffolk Offshore Wind Competitiveness Programme	<ul style="list-style-type: none"> <li>• Coherent, coordinated and collectively owned brand</li> <li>• Direct business support to the all energy supply chain</li> <li>• Inward investment</li> </ul>	<ul style="list-style-type: none"> <li>• Successful application made to New Anglia LEP to deliver brand</li> <li>• Production Bureau appointed to develop brand</li> <li>• Business supported in the all energy supply chain</li> <li>• Development of supply chain matrix</li> <li>• Exhibiting at SNS2020</li> <li>• GY businesses included as part of LEP NSF bid: Fit4Offshore Project</li> </ul>	✓	✓	✓				✓			
1.2	Develop an offshore O+M Campus on South Denes	<ul style="list-style-type: none"> <li>• O+M campus</li> <li>• Continued development of the South Denes and Great Yarmouth energy cluster as a centre of excellence</li> <li>• Direct inward investment by the offshore renewables sector</li> </ul>	<ul style="list-style-type: none"> <li>• Business case prepared as part of stage 2 feasibility</li> <li>• Engagement with key stakeholders</li> <li>• £6million secured through Government's 'Getting Building Fund'</li> <li>• New Energy Park branding has been rolled out to improve identity/visibility</li> </ul>		✓	✓	✓			✓			✓
1.3	Develop business conferencing and incubation facilities	<ul style="list-style-type: none"> <li>• Creation of a flexible &amp; collaborative workspace with wrap around support for small and early</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of Stage 1 Feasibility Report</li> <li>• Inclusion of business incubation facilities in the Town Investment Plan</li> </ul>	✓		✓	✓		✓	✓			✓

		stage businesses within the offshore energy supply chain											
1.4	Extend the Beacon Park Enterprise Zone	<ul style="list-style-type: none"> <li>Inward investment and construction projects unlocked.</li> <li>Uplift in Business Rates revenue retention to match-fund future projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing discussions with the LEP / seeking funding</li> <li>Included in the wider Town Deal narrative</li> <li>Allocated in the Local Plan part 2 – Examination January 2021</li> </ul>		✓		✓		✓	✓			
1.5	Southern Terminal Expansion programme	<ul style="list-style-type: none"> <li>Increased trade being undertaken via the port</li> <li>Develop South Denes as a centre of excellence</li> <li>Improved / strengthened flood defences</li> <li>development of a centre of excellence for shallow water decommissioning</li> </ul>	<ul style="list-style-type: none"> <li>Masterplan and feasibility report being completed by WSP &amp; engagement with stakeholders</li> <li>A five-year £40m flood defence scheme is being delivered by the Environment Agency along the river Yare</li> <li>Ongoing discussions with the Environment Agency for future phases</li> </ul>	✓		✓			✓	✓		✓	
1.6	Provide businesses support, guidance and profile exposure via the enterprise GY service	<ul style="list-style-type: none"> <li>Evidence base (Borough Profile)</li> <li>More economically viable start-up businesses</li> <li>Improved business survival rate</li> <li>Maximised business funding take-up</li> <li>Increased support and profile of local home-grown businesses</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of successful grant schemes (including – recovery grants from central government, Discretionary Grants and tourism adaptation grants)</li> <li>Series of webinars due to launch Oct 20</li> <li>Updated Borough profile October 2020</li> </ul>	✓	✓	✓	✓	✓		✓			
1.7	Working in partnership to develop improve road physical connectivity and enhanced gateways to the Town	<ul style="list-style-type: none"> <li>Dualled Acle Straight / A47</li> <li>Improvement to Vauxhall, Gapton &amp; Harfreys roundabouts</li> <li>Great Yarmouth Third River Crossing</li> <li>Improvements in physical connectivity</li> </ul>	<ul style="list-style-type: none"> <li>A47 Alliance have made the dualling of the Acle Straight top priority</li> <li>Vauxhall roundabout improvements being progressed</li> <li>The Planning Inspectorate granted a Development Consent Order for the Third River Crossing on 24 September 2020. Project to start Jan 21 with completion early 2023</li> <li>Bus interchange and rail station improvements being explored through</li> </ul>	✓	✓			✓	✓	✓	✓	✓	

- Commissioning of Local Cycling and Walking Infrastructure Plan (following a successful Norfolk Strategic Fund bid)

## 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

### CP Strategic Priorities:

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

	Aim	Outcome	Progress	Cross Cutting Themes								
												
2.1	Deliver the Marketplace redevelopment as a key project within the Future High Street Fund Programme	<ul style="list-style-type: none"><li>• Redevelopment of the historic market place</li><li>• Improved footfall and foot flow,</li><li>•</li></ul>	<ul style="list-style-type: none"><li>• Included in Stronger Towns readiness checklist submitted to MHCLG in January 2020.</li><li>• Planning consent granted for the Market Place redevelopment in September 2020</li><li>• Preliminary on-site works and procurement of a contractor will start in Q4 2020</li></ul>	✓	✓			✓	✓	✓	✓	✓
2.2	Develop and deliver a mixed use (residential and commercial) scheme on the Conge	<ul style="list-style-type: none"><li>• Enhancement of The Conge as a gateway to the Town</li><li>• Increased residential density and demand for goods/services within the Town Centre.</li></ul>	<ul style="list-style-type: none"><li>• Successful funding bid to the Norfolk Pooled Business Rates to further develop the scheme.</li><li>• Redevelopment of The Conge included in the submissions for Future High Streets and Stronger Towns submitted to MHCLG</li><li>• Planning Application submitted for a residential scheme</li></ul>						✓		✓	✓










		<ul style="list-style-type: none"> <li>Gateway for the Great Yarmouth Town Centre established as important community hub</li> </ul>	<ul style="list-style-type: none"> <li>Progress in seeking a Strategic Development Partner</li> <li></li> </ul>										
2.3	Complete strategic regeneration of Hall Quay and North Quay	<ul style="list-style-type: none"> <li>Enhancement of North Quay as a gateway to the Town.</li> <li>Enhancement of Hall Quay.</li> <li>Reduction in local vacancy rates in buildings</li> </ul>	<ul style="list-style-type: none"> <li>Local funding committed for North Quay strategic regeneration, including land assembly and ongoing engagement with key stakeholders</li> <li>North Quay Supplementary Planning Document adopted in July 2020</li> <li>North Quay included in the Town Deal workstream</li> <li>Hall Quay Supplementary Planning Document adopted</li> </ul>					✓	✓				✓
2.4	Deliver a successful Heritage Action Zone programme of investment	<ul style="list-style-type: none"> <li>Enhancing environmental quality Town Centre for all residents and visitors.</li> <li>Safeguarding of local historical and heritage assets</li> <li>Consolidation of sense-of-place.</li> </ul>	<ul style="list-style-type: none"> <li>Shopfronts improvement delegated grants scheme and restoration of: Town Wall; St. Nicholas School railings, Market Rows; No.6 Market Place. The £50K grants scheme is expected to launch in October, with other restoration projects commencing in late 2020.</li> <li>Market Place landscaping included in interventions within the successful High Streets Heritage Action Zones.</li> <li>Successful appointment of HAZ Project Manager and project now being set up.</li> </ul>	✓			✓	✓	✓				
2.5	Revolutionise town centre digital connectivity with the provision of a digital infrastructure to improve visitor experience and business connectivity	<ul style="list-style-type: none"> <li>Electric Vehicle charging points (EVCPs)</li> <li>Tourism apps</li> <li>Cashless parking</li> <li>Digital payments</li> <li>4G / 5G provision</li> <li>E-Scooter</li> </ul>	<ul style="list-style-type: none"> <li>Maximum funding of £67,220 was awarded by an Office for Low Emission Vehicles funding scheme on 29 January 2020, covering new EVCPs (in Greyfriars, Market Place, Beach Coach Station, Euston Road and St. Nicholas Car Parks).</li> <li>A future funding application will cover King Street Car Park, Gorleston High Street Car Park and the redeveloped leisure centre car park on the Marina Centre site.</li> <li>Technology partner for WiFi and geosensors has been procured with testing scheduled</li> <li>In early 2019, NCC was awarded an extra £11m Local Full Fibre Networks (LFFN) funding for fibre broadband upgrades to 372 public sector sites across Norfolk (to be spent by April 2021), including 38 public sector sites in the Borough.</li> </ul>	✓	✓		✓	✓	✓	✓	✓	✓	✓
2.6	Unlock inward investment and commercial	<ul style="list-style-type: none"> <li>Expansion of existing businesses</li> </ul>	<ul style="list-style-type: none"> <li>£260k grant funding allocated to Great Yarmouth businesses in 20/21.</li> </ul>	✓	✓	✓		✓	✓	✓			

	growth opportunities	<ul style="list-style-type: none"><li>• Facilitation and attraction of new businesses from inward investment enquiries</li><li>• Increased commercial planning applications</li></ul>											
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## Theme 3: Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work

### CP 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

To explore opportunities with the Higher Education sector to have a greater presence and influence within Great Yarmouth.				Cross Cutting Themes								
	Aim	Outcome	Progress									
3.1	Develop a strategic approach to improving skills and provide careers pathways	<ul style="list-style-type: none"><li>• Improved employment opportunities for residents.</li><li>• Diversification and increased resilience of the local economy.</li><li>• Improved median wage levels in Great Yarmouth</li><li>• Increased number of local people accessing better-paid work.</li></ul>	<ul style="list-style-type: none"><li>• Skills gap analysis to be commenced</li><li>• Plans to deliver a Great Yarmouth Careers Network with UEA and New Anglia LEP underway</li></ul>		✓	✓	✓		✓	✓	✓	
3.2	Explore opportunities with partners to establish a greater HE presence within the Borough	<ul style="list-style-type: none"><li>• Secure long-term higher skills development that raises aspiration and increases opportunities</li><li>• increased resilience of the local economy.</li><li>• retain and attract younger and higher skilled people to work and live in the Borough.</li><li>• A vibrant local job market</li></ul>	<ul style="list-style-type: none"><li>• A bid to the Norfolk Strategic Fund was submitted last month to complete feasibility of a learning hub</li><li>• Being developed as part of the Town Deal.</li></ul>	✓	✓	✓	✓			✓		✓

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

### Corporate Plan Strategic Priorities:

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

	Aim	Outcome	Progress	Cross Cutting Themes								
												
4.1	Replace the existing Marina Centre with a high-quality water and leisure attraction	<ul style="list-style-type: none"> <li>• Improved health, wellbeing and increased physical activity by the Boroughs residents.</li> <li>• Further regeneration of the seafront unlocked.</li> <li>• A thriving visitor economy with an extended season beyond the peak summer period.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful applications to the Norfolk Business Rates Pool (BRP), the Accelerated Capital Projects Fund and Sport England</li> <li>• Demolition work completed</li> <li>• Planning approved</li> </ul>	✓				✓	✓			
4.2	Restore and repurpose the Winter Gardens	<ul style="list-style-type: none"> <li>• Heritage asset restored</li> <li>• Sustainable business developed</li> <li>• Further regeneration of the seafront unlocked.</li> <li>• Growth in the evening economy.</li> <li>• Expanded year-round tourism and cultural offer.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful application to the Norfolk Business Rates Pool (BRP),</li> <li>• Successfully applied for the NLHF Heritage Horizons Programme</li> <li>• Shortlisted down to the final 12 (of 146)</li> <li>• Ongoing dialogue with commercial preferred operator.</li> </ul>	✓		✓	✓	✓	✓	✓		✓
4.3	Provide a cultural heritage centre in the Town Centre	<ul style="list-style-type: none"> <li>• Vibrant Town Centre</li> <li>• Great Yarmouth Town Centre established as important community hub</li> <li>• A thriving visitor economy with an extended season</li> <li>• Enhanced cultural place-making,</li> <li>• Growth in the evening economy</li> </ul>	<ul style="list-style-type: none"> <li>• GYPT has purchased 14 King Street,</li> <li>• GYPT undertaken fully measured survey</li> <li>• Plans now in development for conversion and sustainable reuse,</li> <li>• No 14 has reached RIBA stage 3</li> </ul>						✓		✓	

<p><i>GYBC – Great Yarmouth Borough Council</i></p> <p><i>GYTABIA - Great Yarmouth Tourism &amp; 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>
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ANNEX B

Economic Development Committee – Economic Growth Action Plan Update

Theme	Key actions	
Economy		Progress Update
Business Support and Advice	<b>Respond</b> <ul style="list-style-type: none"> <li>Undertaken a business survey, gathering intelligence at a Borough level as well as working with other Norfolk Local Authorities to gain a greater level of intelligence</li> <li>Receive, manage and administer National Government business grant funding (both RHLGF / Small Business Grant as well as the discretionary grant funding)</li> <li>Set up and maintain a dedicated business support helpline for both incoming calls, as well as a business tracing team – making over 9000 calls to seek out businesses who were eligible for the grants but had not yet come forward.</li> <li>Given out over £29M of grant funding.</li> <li>Developed a business support toolkit package – providing business guidance on national information and closure protocols</li> <li>Developed a landlord / asset management strategy – therefore providing guidance and support to occupiers in relation to the tenancy, maintenance, inspections and finance procedures.</li> <li>Where business closure / opening protocols have not been followed, enforcement protocols have been put in place and where necessary prohibition notices issued</li> </ul>	<ul style="list-style-type: none"> <li>Used the intelligence to inform local grant schemes, assisting businesses in the sectors most in need.</li> <li>Given out 90% of both government grants providing £31.57M of support to 2,821 eligible businesses in the Borough</li> <li>Continue to provide support to businesses via the phone line, but also via the EnterpriseGY service, now setting up dedicated webinars to provide more support</li> <li>Continue to update the business support information and guidance via the dedicated coronavirus webpage.</li> <li>This is underway and is ready to be stepped up as the virus spreads through the community and cases increase.</li> </ul>
	<b>Adapt</b> <ul style="list-style-type: none"> <li>Considered the Seafront regeneration plans and reviewed in light of COVID-19 to ensure master planning and Town Deal investment plans are adjusted if required and fit for</li> </ul>	<ul style="list-style-type: none"> <li>This has been considered as part of the Town Deal programme set up whereby officers and</li> </ul>

Theme	Key actions	
	<p>purpose seeking up to £25M of national government investment funding.</p> <ul style="list-style-type: none"> <li>Review in light of COVID-19 impacts and continued to develop the Future High Street programme and submitted the Green Book business case application to Central Government.</li> <li>Continue to prioritise the redevelopment of the Marina Centre project to ensure health and wellbeing is prioritised as part of the Boroughs recovery</li> </ul>	<p>stakeholders have been working to drive the seafront plans based on greatest economic value.</p> <ul style="list-style-type: none"> <li>In respect of proposed Future High Streets and Town Deal programmes, delivery models, costs, outputs, inbuilt tolerances, risk management/mitigation and underlying assumptions have been critically challenged and amended in light of current and projected Coronavirus impact scenarios.</li> <li>Marina Centre project continues to be progressed against the project plan, with demolition complete and next phase of works due to start in Autumn.</li> </ul>
	<p><b>Innovate</b></p> <ul style="list-style-type: none"> <li>Once approved – deliver the Town Deal Investment Plan and Future High Street programmes to ensure complete strategic regeneration of Great Yarmouth town centre and seafront</li> </ul>	<ul style="list-style-type: none"> <li>Future High Street Fund application submitted as planned, outcome not yet known. Town Investment Plan draft completed, with Town Deal Board due to sign off in preparation for the October submission</li> </ul>
Sector Support	<p><b>Respond</b></p> <ul style="list-style-type: none"> <li>Continuously lobbied for the Visitor and tourism sector – to ensure it gets the support it needs</li> <li>Developed a social distancing best practice scheme, with provision of supplementary support packs using the ERDF Reopening High Street grant</li> <li>Worked closely with the LEP and other agencies to pull together sector specific intelligence including the energy and manufacturing sectors</li> <li>Worked with funding partners to promote grant schemes, in particular the LEPs “Resilience and Recovery” fund</li> <li>Received and understood national messaging to develop marketing and messaging campaigns</li> <li>Lobbied for the Visit Britain ‘Safe and Clean’ kitemark</li> </ul>	<ul style="list-style-type: none"> <li>Successful in achieving funds from the Norfolk Strategic Fund to invest in reopening the visitor economy and providing adaptation grants</li> <li>Ongoing work is in place using the ERDF RHSS programme to prepare high streets for safe reopening</li> <li>Series of webinars in place to promote funds, and business support. Funding allocated and drawn down by businesses double 2019/20 targets (20/21 £260k)</li> <li>Successful funding application made to the Norfolk Strategic Fund to support Winter programming and investment in the visitor economy.</li> <li>Lobbied for and supported / promoted (with partners) the ‘Good to Go’</li> </ul>

Theme	Key actions	
	<ul style="list-style-type: none"> <li>Lobbied for adaptation funding and continue to work with the County Council to bid for pooled business rate funding to benefit local businesses</li> </ul>	Successful application made and £150k allocated for delegated grants to local tourism and hospitality businesses
	<b>Adapt:</b> <ul style="list-style-type: none"> <li>Review the Economic Growth Action Plan and in particular ensure sector specific plans link to those that have been launched as part of the wider recovery work, for example – the Visit East of England and Visit Norfolk strategies for the Tourism Sector.</li> <li>Finalise, agree and deliver the Culture, Tourism and Heritage Strategy to ensure that the development and promotion of events are safe for visitors to attend and enjoy.</li> <li>Develop a specific winter strategy for extending the tourist season working to support the visitor economy</li> <li>Work with sector leaders and those in the ‘All energy Industry council’ to develop sector specific energy recovery plan</li> </ul>	<ul style="list-style-type: none"> <li>EG Action Plan reviewed and updated – progress well underway with the CV-19 Tourism group coordinated by VEE and the LEP, and the All Energy Industry Council (AEIC) for the energy sector,</li> <li>Culture, Heritage and Tourism Strategy complete and now in delivery phase.</li> <li>Winter Programme in development and successful funding support provided by NSF</li> <li>The LEPs Energy Taskforce has drafted a recovery plan which is due to launch in January as part of the rebranded EEZ</li> </ul>
	<b>Innovate:</b> <ul style="list-style-type: none"> <li>Prioritise the delivery of the Operations and Maintenance facility – establishing GY as a Centre of excellence for offshore renewables</li> <li>Support the successful delivery of the EXPERIENCE and FACET projects – ensuring green, adaptive and sustainable tourism is at the heart of the visitor economy.</li> <li>Progress the development of offshore energy business incubation units in the South Denes peninsular in direct support of the energy sector</li> <li>Explore opportunities to deliver an expansion to the Beacon Park Enterprise Zone in south Bradwell</li> </ul>	<ul style="list-style-type: none"> <li>The project is underway with RIBA 1 documents and WSP are finalising the costs</li> <li>GYBC now working to act as official partner with the FACET project.</li> <li>This project is in the development stages and will be included in the Town Deal Investment Plan.</li> <li>The Council and Norfolk County Council submitted co-ordinated responses to the recent Freeports consultation; the attractiveness/benefit of Freeport</li> </ul>

Theme	Key actions	
	<ul style="list-style-type: none"> <li>Explore Freeport opportunities</li> </ul>	<p>designation will depend on the extent and depth of any post-Brexit trade agreement with the EU bloc</p>
Employment and Skills	<b>Respond:</b> <ul style="list-style-type: none"> <li>Generated a jobs vacancy service / webpage and worked to facilitate introductions between local businesses recruiting into short term / immediate job opportunities (supermarkets, delivery companies) and those who were at imminent risk of redundancy.</li> <li>Engage partners such as the DWP, and local JobCentre plus to ensure the Borough council supports its residents at imminent risk of redundancy and align activities with the Communities team to ensure swift response for those experiencing health, wellbeing and poverty issues as a result of unemployment.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide jobs service in partnership with the DWP and the LEP. Further activities are underway with the Kickstart scheme. The Council will either lead as a gateway or work with other partners to promote and support placements.</li> <li>Working to support the food processing industry with direct guidance and support to recruitment agencies providing resources to industries in a COVID safe way.</li> </ul>
	<b>Adapt</b> <ul style="list-style-type: none"> <li>Provision of digital training programmes to deliver employment skills and training</li> <li>In addition to the above, we will work with our colleges and regional universities to develop career pathways and support adult reskilling / upskilling needs</li> <li>Use Barclays Thriving communities programme as a mechanism to bring business / education providers and third sector together</li> </ul>	<ul style="list-style-type: none"> <li>Activities are underway with the roll out of the Kickstart programme for young people. In addition, a series of clinics and webinars will commence in October to cover these areas.</li> <li>The Town Deal Investment Plan is working to provide a University presence in the Borough. In addition, a skills mapping analysis will be commenced shortly in line with this work.</li> <li>Development of Eagle lab as part of the Town Deal planning and submission.</li> </ul>
	<b>Innovate:</b> <ul style="list-style-type: none"> <li>address employment and skills challenges by establishing a learning / education centre in a co-located hub in the town</li> </ul>	<ul style="list-style-type: none"> <li>Application submitted and approved to the Norfolk Strategic Fund to develop RIBA Stage 2 documents for a learning campus as part of the Town Deal TIP.</li> </ul>

Theme	Key actions	
Re-opening the High Street	<b>Respond:</b> <ul style="list-style-type: none"> <li>Continue to work with the Town Centre and Tourism BIDs, local business representatives (such as the Chambers of Commerce, Federation of Small Businesses and traders associations) to review safe reopening guidance and assist with the deployment of street signage and public realm adaptation measures.</li> <li>In consideration of social distancing measures, vary the use of outside space, and where necessary removal of on-street parking and one-way systems.</li> </ul>	<ul style="list-style-type: none"> <li>ERDF RHSS and Tourism and Hospitality programmes being rapidly invested in the high street, including grant schemes for the adaptation of business premises over the winter months.</li> <li>A range of measures have been introduced including social distancing barriers, banners and bollard wraps, removal of parking provision to widen footpaths and one way pedestrian systems. In addition external areas have been made available for food and beverage establishments to increase trading opportunities. These measures have been adjusted over the period to ease operation and continue to be monitored as legislation changes or opportunities arise.</li> </ul>
	<b>Adapt:</b> <ul style="list-style-type: none"> <li>Continue to identify opportunities within the Culture, Tourism and Heritage strategy to welcome visitors to the Borough, promoting the safe and clean measures the Council and partners are taking to facilitate social distancing trails</li> <li>Identify ways in which sustainability measures can be incorporated into the town, ensuring the OLEV grant programme of funding for the EUV charging points is delivered as planned.</li> <li>Monitor and improve the deployment of street signage and public realm adaptation measures with Norfolk County Council, in conjunction with the Town Centre and Tourism BIDs as well as business representatives.</li> <li>Adapt to changing social distancing measures by varying the use of outside space, and where necessary removal of</li> </ul>	<ul style="list-style-type: none"> <li>Clean growth / experiential trails are part of the Strategy and the Winter Programme (national policy allowing)</li> <li>The Council has now made 2 successful applications to OLEV to fund 16 EVCP which will provide 32 charge points across Great Yarmouth town centre and seafront and Gorleston borough owned car parks. Preliminary enabling works for installation and UKPN to connect power have already commenced. The first phase of power connections are due to commence in the first week of November 2020 with commissioning then able to take place. Lead in times where TTROs are required will mean some work will not commence until early December.</li> </ul>

Theme	Key actions	
	<p>on-street parking and one-way systems in conjunction with Norfolk County Council.</p> <ul style="list-style-type: none"> <li>Identify opportunities within the Great Yarmouth Transport Strategy to deliver sustainable transport initiatives, notably for walking and cycling.</li> </ul>	<ul style="list-style-type: none"> <li>Street signage, social distancing measures and configuration of public realm has been implemented. Funds have also been sourced to cover additional costs incurred for such measures.</li> <li>NCC bid to the Emergency Active Fund for investment in cycle routes submitted.</li> <li>Successful funding application to the Norfolk Strategic Fund to develop a Local Cycling and Walking Infrastructure Plan (LCWIP) with 2 town centre schemes being developed for TIP</li> </ul>
	<p><b>Innovate:</b></p> <ul style="list-style-type: none"> <li>Once signed off the Council will deliver Culture, Tourism and Heritage Strategy</li> <li>Comprehensively deliver an all year visitor destination with a full year event programme and complementary Winter Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Strategy signed off by Policy and resources and the Culture and Tourism Board.</li> <li>Winter Programme being prioritised. Annual programme in development with the BID.</li> </ul>

**URN:** 20-147

**Subject:** Kickstart Programme – Options Review

**Report to:** Economic Development Committee, 26<sup>th</sup> October 2020

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

## **SUBJECT MATTER / RECOMMENDATIONS**

Kickstart is a core Government scheme to mitigate employment risk for young people (16 – 24 years old). It was soft launched 2<sup>nd</sup> September and is effectively live now. This report presents to Officers and Members the background to the Kickstart programme and options to consider leading a consortium on behalf of the Borough's businesses.

**Members are asked to:**

- 1) Review and comment on the Kickstart scheme, with a view to recommending the first option – to work with the Chamber of Commerce as the lead gateway and seek to promote the scheme across the Borough**

## **1. BACKGROUND AND CONTEXT**

- 1 The Kickstart Scheme is a national government £2 billion scheme to create hundreds of thousands of high quality 6-month work placements for young people aged 16-24, who are claiming Universal Credit. It was launched on the 8th July after the Chancellor announced the *Kickstart Scheme* as part of the Plan for Jobs.

- 1.1 Businesses of all sizes looking to create quality jobs for young people can apply to create new 6-month job placements for young people who are currently on Universal Credit and at risk of long-term unemployment. The job placements should support the participants to develop the skills and experience they need to find work after completing the scheme.

## **2 PROGRAMME DETAILS**

- 2.1 Known details include:

- Government provides a wage subsidy to cover National Minimum Wage and national insurance for a minimum of 25 hours a week for 6 months, which is around £6,500 for the 6 months
- Employees are eligible if they are either on Universal Credit or at risk of being long-term unemployed
- Employers who can take 30+ staff can engage directly with the scheme
- Employers who can take <30 need to work through a representative 'gateway' organisation

- Companies apply to the scheme for approval first (with details of jobs and support being provided) and if successful receive a funding agreement and then they can start advertising to applicants
- Scheme approval is effectively an eligibility test on the basis of: is the role new / not replacing existing, and are they providing sufficient wider employability support
- Approved intermediaries / companies will share Job Descriptions with DWP, who take responsibility for sourcing possible candidates based on employers' requirements and available talent
- Companies interview to make final hiring decision
- A £1,500 grant is paid to the employer per employee to support setup costs, support, training and wrap around employability support to assist the placement to gain employment following the placement
- **A £300 fee per placement is available to representative organisations**
- DWP may make periodic assessments, including how far employability support is being provided

### 3 INTERMEDIARY GATEWAY BODIES

- 3.1** Employers who can take on 30+ staff on their own can engage directly with the scheme, however, employers who can not take on that many (< 30) need to work through a representative 'gateway' organisation. Until very recently it was understood that only LEPs and Chambers of Commerce could act as a gateway body, however recent changes has meant that Local Authorities can also act as a gateway. It is known that Breckland and North Norfolk are considering becoming a gateway body, whereas South Norfolk and Broadland have already registered and are listed on the gov.uk website. Others already registered in Norfolk are;
- Norfolk County Council
  - Norfolk Chamber of Commerce
  - East Coast College
- 3.2** Resource implications for acting as a gateway body seem reasonably significant, an employer needs to gather all information for submission (including JD's, eligibility tests, act as accountable body including holding of and transferring funding and ensuring compliance). Should officers / members be minded to act as an gateway body and could source a minimum of 30 placements the Council would stand to make £9,000 as part of the above admin fee. This could be used to source a short term placement in the Economic Growth team to be able to administer the scheme and ensure compliance as part of the accountable body responsibilities.
- 3.3** Should it not be possible to bring together 30 new placements in the Borough, it would be possible to join forces with another Local Authority or Gateway organisation. As laid out below both the Chamber of Commerce and East Coast College have expressed an interest in potentially working together.
- 3.4** In addition to the above, further discussion has taken place with the Chamber of Commerce who have been bringing together placements and have already submitted one 30+ cohort. They have proposed that given the resources required to act as accountable body, they would be happy to manage the placements from Great Yarmouth on our behalf and promote in conjunction with the Councils Economic Growth Team.

### 4 OPTIONS REVIEW



#### 4.1 There are two options

- Promote the scheme and direct to an already existing gateway partner

This would be the simplest route to take, particularly as the scheme is still new its difficult to fully ascertain what the issues and gaps might be. Discussions have already taken place with Norfolk Chamber of Commerce and East Coast College who have both agreed to work in partnership if members agree this as the chosen option. The Chamber in particular have noted that the wrap around care for businesses and placements is considerable and have fully developed systems to support this process already in place.

**This is the recommended option.**

- Sign up as a gateway as a Council

The Council could seek to promote the scheme and attempt to bring together a cohort of 30+ places and should this be possible, the Council could seek to apply as an intermediary. This is certainly viable, and whilst there are potential resource constraints, the £9000 minimum would go some way to assist with the costs to administer the scheme, support the placement wrap around care required as part of the scheme and set up the oversight and application systems. Should the Council not be able to find 30 places, officers could direct the businesses to another local intermediary, such as East Coast College or Norfolk Chamber of Commerce, though previous work in setting up the scheme in this circumstance would be abortive. As such, this is not the chosen option.

## 5 FINANCIAL IMPLICATIONS

- 5.1 As stated above, the costs are officer time to promote, administer and monitor the scheme which would be compensated by the £9000 (minimum) generated from the £300 per placement. As the scheme is new its difficult to ascertain as to whether this would be sufficient, given the administration requirements stated above (see section 3.2), Officers / Members might consider recruiting into a short term post to cover the set up and oversight of the scheme.

## 6 RISK IMPLICATIONS

- 6.1 The biggest risk is the unknown in terms of the officer time required to oversee the facilitation resource of acting as an intermediary. The £9000 would assist with this resource strain, but may not be sufficient.

## 7 SUMMARY

- 7.1 Kickstart is a core Government scheme to mitigate employment risk for young people (16 – 24 years old). It was soft launched 2<sup>nd</sup> September and is effectively live now. This report presents to Officers and Members the background to the Kickstart programme and options to consider leading a consortium on behalf of the Borough's businesses.

**Officers / Members are asked to:**

- 1) **Review and comment on the Kickstart scheme, with a view to recommending the first option – to work with the Chamber of Commerce as the lead gateway and seek to promote the scheme across the Borough**

Area for consideration	Comment
Monitoring Officer Consultation:	As part of ELT review.

Section 151 Officer Consultation:	As part of ELT review.
Existing Council Policies:	Economic Growth Strategy, Pathway to Recovery Plan
Financial Implications:	As outlined in the report
Legal Implications (including human rights):	Potential implication as required as intermediary body
Risk Implications:	As identified in report
Equality Issues/EQIA:	None
Crime & Disorder:	None
Every Child Matters:	N/A