



GREAT YARMOUTH
BOROUGH COUNCIL

Economic Development Committee

Date: Monday, 13 September 2021

Time: 18:00

Venue: Supper Room

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 19 JULY 2021 4 - 9

The Committee is asked to confirm the minutes of the last meeting held on 19 July 2021.

4 MATTERS ARISING

To consider any matters arising from the above minutes.

5 FORWARD PLAN FINAL 10 - 10

The Committee is asked to receive and consider the Forward Plan.

6 THIRD RIVER CROSSING UPDATE

A presentation will be given at the meeting by Tim Ellis, NCC.

7 ECONOMIC GROWTH STRATEGY AND ACTION PLAN UPDATE 11 - 39
REPORT

Report attached.

8 ENTERPRISE ZONE UPDATE ON LEGAL AGREEMENT AND 40 - 44
POT B INCREASE

Report attached.

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| 9 | <u>CITY OF CULTURE REQUEST FOR FUNDING AND
REQUIREMENT FOR THE DEVELOPMENT OF A CIC</u> | 45 - 63 |
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Report attached.

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| 10 | <u>OFFSHORE WIND COMPETITIVENESS PROJECT GENERATE
MARKETING STRATEGY AND BRANDING UPDATE</u> | 64 - 110 |
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Report attached.

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| 11 | <u>EXCLUSION OF PUBLIC</u> |
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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."

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| 12 | <u>GY TRANSPORT & INFRASTRUCTURE STEERING GROUP
MINUTES 12 JULY 2021</u> |
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Details



GREAT YARMOUTH
BOROUGH COUNCIL

Economic Development Committee

Minutes

Monday, 19 July 2021 at 18:00

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Cordiner-Achenbach, Price & Talbot.

2 DECLARATIONS OF INTEREST

There were no declarations of interest given at the meeting.

3 MINUTES

The minutes of the meeting held on 7 June 2021 were confirmed.

4 FORWARD PLAN

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee note the Forward Plan.

6 ENTERPRISE ZONE - LOCAL ENTERPRISE PARTNERSHIP UPDATE.

Julian Munson, NALEP, gave a high level presentation to the Committee which updated Members on the Enterprise Zone.

The Chairman asked Julian to clarify what funding pots Pots A,B & C signified.

Councillor Wainwright asked that in future, the presentation slides were forwarded to Members prior to the meeting to allow members to familiarise themselves with the presentation content. Councillor Wainwright asked for clarification as to how many new jobs had been created at Beacon Park excluding those jobs resulting from relocation from other parts of the borough. Councillor Wainwright highlighted the number of empty units which now stood on Harfrey's. Councillor Plant reported that there were always empty sites on Harfrey's which were taken over by smaller firms.

Julian Munson reported that no displacement of jobs had occurred in our Enterprise Zone. However, the only figure he had to hand was that 1,937 jobs was the net figure increase in jobs reported to government.

Councillor A Wright reported that 1,937 jobs was welcome, headline news but there was evidence that a significant number of jobs had moved to Beacon Park from other parts of the borough and the actual number of new jobs created was still not known. Councillor A Wright also asked whether a replacement for the rate relief scheme would be introduced when the scheme came to an end this year.

Councillor B Walker reported that it was the Labour administration who had had the vision to approve the building of Beacon Park.

Councillor Candon thanked Julian Munson for his fantastic presentation which had highlighted the growth and safeguarding of jobs in the borough which was positive news for skills, jobs and trade for local residents and businesses alike.

Councillor A Wright reminded Councillor Candon that Great Yarmouth suffered from the 18th highest unemployment figures and was 476/476 in the skills list in the country .

Councillor C Walker asked if the 1,937 jobs were FTE and whether there were any apprenticeships as she was aware that the County pushing the need for firms to take on apprentices.

The Chairman confirmed that the town had had consistently high levels of deprivation over the last twenty years but NALEP were focusing on improving the skills level and creating jobs in the borough to ensure that our children and grandchildren could secure skilled and well paid jobs in the future.

The Director of Planning & Growth reminded the Committee that the Third River Crossing was a major project which would help to unlock future employment in the borough connecting both Enterprise Zones in spring 2023. Revisions to the Local Development Orders which were due to run out in April/May 2022 were being worked up and would be reported to this Committee. A full report on the O & M campus would also come to this Committee.

Councillor P Hammond suggested that the LEP could write to businesses on the Beacon Park asking them for job figures and whether this data could be supplied pre-move and post-move to the site. Julian Munson agreed that this was a possibility and that he would look at this years and last years data and drill down to see if he could bring the required information on the actual numbers of jobs created at Beacon Park back to Members.

The Head of Inward Investment agreed that the skills agenda was pivotal and reported that an application had been worked up for the pre-assessment phase to submit for funding from the Skills Fund.

Councillor C Walker asked if consideration had been given to what the impact of furlough coming to an end would look like for the workforce of the town. Julian Munson reported that the LEP did not record this data. The Head of Inward Investment reported that we had access to the figures for furlough at Borough & District level and she would ask Simon Papworth if he could supply this information to the Committee.

The Chairman thanked Julian Munson for attending the meeting and for his excellent presentation.

RESOLVED:-

That the Committee note the update.

5 OFFSHORE WIND COMPETIVENESS PROJECT - GENERATE BRAND UPDATE

The Committee received and considered the report from the Renewables Marketing Manager who had sent her apologies as she was unable to attend the meeting this evening.

The Head of Inward Investment gave a presentation to the Committee which provided Members with an update on the Norfolk & Suffolk Offshore Wind Competitive Positioning Programme. The Head of Inward Investment reported that the Committee would be unable to approve recommendation two this evening as unfortunately, the necessary report was missing from the presentation but that this project sought to develop and deploy a coherent, coordinated and collectively owned brand/offer/identity and marketing strategy to complement other strategic and capital initiatives and drive the energy sector investment.

Councillor Candon echoed Councillor Wainwright's previous request that presentations and reports were sent to members in good time prior to the meeting.

The Chairman asked the Head of Inward Investment to prepare a crib sheet in plain English for all Members as to where the Council was in regard to renewables so they were prepared to answer any questions from local residents and businesses alike. The Head of Inward investment agreed to this request.

The Chairman thanked the Head of Inward Investment for her excellent presentation.

RESOLVED:-

That the Committee:-

- (i) Review and comment upon the content of the report, noting the process to date; and
- (ii) Endorse the launch and strategy of the new brand allowing officers to begin to focus on individual energy projects.

7 TRANSPORT EAST TRANSPORT STRATEGY

The Committee received a presentation from Andrew Summers, Strategic Director, Transport East, on the Transport East Transport Strategy.

Andrew summers asked the Committee the following questions:-

- (i) What are your major transport challenges,
- (ii) What are your transport priorities; and
- (iii) How can Transport East support you.

The Chairman thanked Andrew Summers for his presentation. The Chairman reported that Highways England did not deliver our strategy and that they had had funding since 2014 to deliver improvements to the A47 and nothing had been delivered in Norfolk which was frustrating to say the least and he hoped that Transport East would lobby highways England to deliver projects in the East of England.

Councillor Mogford highlighted the need for a decent road and rail infrastructure to get goods from our ports to the centre and north of the country.

Councillor Wainwright highlighted the green agenda and the need for improvement to public transport, in particular, rural areas to get people out of their cars and on to buses.

The Chairman reported that the A47 Alliance could lobby and asked for clarification as to why Transport East was unable to lobby.

Councillor C Walker highlighted the much needed dualling of the Acle Straight which was one of the biggest bugbears for all residents of the borough and that bus companies needed subsidies to keep services going for rural communities and to provide free bus passes for the elderly. The Chairman reported that NCC provided £7m in subsidies to bus companies and between £3-4m for subsidised bus passes.

Andrew Summers agreed that the current bus provision did not work well outside of urban areas. Post Covid, a Bus & Passenger Transport Initiative had been circulated to bus providers asking for information and more involvement and changes to operation schedules to achieve an enhanced partnership between Councils &

providers and help to secure government funding.

Councillor Candon reported that the Acle Straight desperately needed dualling and was concerned how Transport East could assist the Council if they were unable to lobby government.

Andrew Summers reported that Transport East had a direct line to the Secretary of State and could therefore make the united voices of the East of England heard. He reported that a number of bus companies had come forward and he would get back to the committee with the names at operator level.

Councillor A Wright reported that there were two Freeports in the area which covered North Anglia to South Anglia which touched London and the A120 to/from Felixstowe had received improvements following successful lobbying. He also agreed with Councillor Mogford that vast improvements to the rail freight network was required as at present there was only a single track line from Great Yarmouth to Acle when really, a direct rail line was required to the outer harbour which would never materialise.

The Chairman reported that the tech corridor between Norwich & Cambridge also required investment.

Councillor P Hammond reported that at a more local level, linkages between villages; footpaths and cycleways needed investment to keep local residents healthier and safer and out of their cars. Farm vehicles also needed to be converted to hydrogen to save massive amounts of carbon dioxide being released into the atmosphere.

The Chairman thanked the committee for their valuable contributions to this evening's lively and informative debate.

RESOLVED:-

That the Committee note the presentation.

10 GREAT YARMOUTH TRANSPORT & INFRASTRUCTURE STEERING GROUP MINUTES

(Confidential Minute on this Item)

11 GREAT YARMOUTH TOWN CENTRE MASTERPLAN MINUTES

(Confidential Minute on this Item)

The meeting ended at: 20:00

PRESENT:-

Councillor Plant (in the Chair); Councillors Candon, Freeman, P Hammond, Lawn, Mogford, Wainwright, B Walker, C Walker & A Wright.

Mr D Glason (Director of Planning & Growth), Mrs M Burdett (Head of Inward Investment) & Mrs C Webb (Executive Services Officer).

Mr J Munson (NALEP) & Mr A Summers (Strategic Director, Transport East).

Forward Plan for Economic Development Committee

	URN	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Economic Development
	21-153	Economic Growth Strategy and Action Plan	Head of Inward Investment	06/09/2021	13/09/2021
	21-075	Enterprise Zone Legal Agreement Severance	Head of Inward Investment	06/09/2021	13/09/2021
	21-155	Third River Crossing Update	Director of Planning and Growth	06/09/2021	13/09/2021
	21-085	City of Culture Request for Funding/Dev of CIC	Strategic Director (PB)	06/09/2021	13/09/2021
	21-086	Generate Marketing Strategy	Sara Rushworth	06/09/2021	13/09/2021
		GY Transport & Infrastructure MSG Minutes	Director of Planning & Growth	06/09/2021	13/09/2021
		GY Town Centre Masterplan MWG Minutes	Director of Planning & Growth	06/09/2021	13/09/2021
	21-152	Operations & Maintenance Campus Update	Director of Planning & Growth	08/11/2021	15/11/2021
	21-154	Culture, Heritage & Tourism Strategy Update	Head of Inward Investment	08/11/2021	15/11/2021
	21-088	Levelling Up Update	Head of Inward Investment	08/11/2021	15/11/2021
	21-089	Operations and Maintenance Campus Prospectus	Director of Planning & Growth	08/11/2021	15/11/2021
	21-090	Kickstart Update	Head of Inward Investment	08/11/2021	15/11/2021

URN:

Subject: Economic Growth Strategy and Action Plan – Update Report

Report to: Economic Development Committee, 13th September 2021

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 and the subsequent bi-annual updates provided at the October 2020 and March 2021 Economic Development Committee meetings.

Progress continues to move at pace, with significant progress made on key strategic projects as well as the submission of a new skills based project seeking funding from the Community Renewal Fund. Activity also continues to respond at a business, community and organisational level to the COVID-19 pandemic with business support being offered to businesses of all sizes, sectors and in both a proactive targeted way, as well as responding to those seeking advice and guidance.

As previously agreed by Members, the Economic Growth Strategy and Action Plan is a living document and as a result the Economic Growth Action Plan has been refreshed and updated to show the progress against the aims and the outcomes of each project, policy or deliverable. 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.**

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 to the recommendation that the action plan was a living document.
- 1.2 Since the Council approved the Economic Growth Strategy and Action Plan the Council has progressed delivery of major capital programmes as well as the publication and delivery against the COVID-19 'Pathway to Recovery' plan as endorsed by Members at the June 2020 Policy and Resources committee.
- 1.3 Since the endorsement and publication of both the Economic Growth Strategy and Pathway to Recovery plans, the Council has also updated and published the Corporate Plan. As a result, officers have refreshed the document and ensured that the operational framework remains in line with the Councils 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, presents a high level progress update for each of the aims, reporting on outcomes that have been achieved by the actions undertaken. Each action has been progressed and updated since the last Action Plan was refreshed, presented and approved by Members at the March 2021 Economic Development Committee.
- 1.5 At that same meeting Members were provided with a complementary progress report on the Council's 'Pathway to Recovery Plan' including a helpful Annex providing an update against each deliverable. In line with that reference point, this paper has also provided (under Annex B) an updated schedule of progress since March 2021.
- 1.6 Finally, in line with the deliverables within the 'Pathway to Recovery' plan and as presented to Members – a fully developed financial / delegated grant package of Wider Business Support has been launched, more information on the progress of this can be found in section 4.

2 NOTABLE PROGRESS – STRATEGIC PROGRAMMES

2.1 FUTURE HIGH STREET

- 2.2 The Council has been progressing the programme in depth since the award of £13.7M was confirmed in December 2020. Whilst the award was not as substantial as applied for (£19.9M) the Council were able to scale the proposals to ensure that the overall ambition could still be delivered without compromising on the outcomes.
- 2.1 Since working with Amion, (the consultancy team assisting the Council officers) the Council submitted revised proposals to central government in early February, with MHCLG accepting these in June 2021. An agreed Memorandum of Understanding was signed and returned back to MHCLG later that month alongside a Monitoring and Evaluation plan.
- 2.2 All projects funded by FHSF continue to make good progress against their delivery plans with the next internal officer and member review to take place in September under the existing approved governance structures.

2.3 TOWN DEAL

- 2.4 The Town Deal Board approved the Great Yarmouth Town Investment Plan (TIP) comprising a £62,606,283 suite of capital interventions – for which £24,780,390 Town Deal Funding was sought – this was duly submitted to MHCLG in December 2020. Shortly after the last Economic Development Committee (held on 1st March), MHCLG announced that all locations had been awarded all or part of their Town Deal ask.

- 2.5 Competition for Town Deal funding was fierce, and whilst there was considerable praise given to the Council on the quality of the bid, the Council was awarded £20.1M of the £24.78M funding sought. The competitive phase of the process is, therefore, complete.
- 2.6 The Town Deal Board signed off the final projects within the programme and submitted the revised Town Deal 'ask' to the maximum of £21,100,000.
- 2.7 Following a scored appraisal of the individual projects and the completion of a comprehensive prioritisation process, options were presented to the Town Deal Board. After taking on board all feedback a finalised suite of 9 interventions, one less than the original submission in December 2020, with some reduced ask attached to some interventions, was approved by the Town Deal Board in April 2021 and submitted to MHCLG in June 2021.
- 2.8 As a result, Heads of Terms were signed and submitted to MHCLG shortly after the award was announced at the beginning of March 2021. Officers are pleased to report that the Funding Award letter was received in July 2021. The next stage of the process is that the Council moves to Stage 2 – developing and submitting the Full Business Case (FBC) which needs to be submitted to MHCLG on or before 24th March 2022. Once again, the FBC needs to be Treasury Green Book-compliant, and due to this, Officers will work with Amion (appointed to support the completion of the FBC), over the coming months ready for presentation to the Town Deal Board early 2022.
- 2.9 **NEW DEVELOPMENT - SKILLS – ‘OpportunityGY’**
- 2.10 During the March 2021 Economic Development committee Members raised concerns around the impact of the pandemic on residents opportunities for gainful employment and skills in the Borough, likely to be exacerbated once the furlough scheme has ceased. This section presents an update to Members on the *OpportunityGY* application to the Community Renewal Fund and what the plans are to pilot a transformational approach to interrupt the skills system and provide a full career pathway for residents of all abilities, ages and ambition.
- 2.11 On March 3rd Government announced a collection of new investment programmes as part of the Budget. The collection brings together three main investment programmes which aim to ‘level up’ communities, ensuring no community is left behind, particularly as the economy recovers from the COVID-19 pandemic. The collection of new investment programmes provide funding to regenerate town centres and high streets, support individuals into employment, improve local transport links and invest in local culture and heritage.
- 2.12 One of the schemes announced as part of the Spring Budget is the ‘Community Renewal Fund’ (CRF). The programme aims to prioritise projects that deliver support and investment in: skills, investment into local business, investment in communities and place and supporting people into employment. In addition, projects must build on local insight and knowledge whilst aligning with long term strategic plans for local growth and target people most in need and support.
- 2.13 Great Yarmouth was deemed one of 100 priority places nationally based on an index of economic need and resilience. During the Spring of 2021, a strategic group of partners from across Norfolk and Great Yarmouth came together to work on submitting a bid to the CRF. As a result, the newly coordinated ‘Skills taskforce’ developed an ambitious collaborative programme bringing together strategic place leaders, educators, enterprises, academics and

creatives to deliver a comprehensive pilot project providing direct, inclusive support to residents of all ages and socio-economic backgrounds.

- 2.14 The core project delivery partnership comprises the Council (lead partner), the University of East Anglia (with East Norfolk Sixth Form College), the internationally-renowned Great Yarmouth Preservation Trust (with Historic England, the Architectural Heritage Fund and High Street Heritage Action Zones), Out There Arts (The Seachange Trust) and the Norfolk Museums Service.
- 2.15 OpportunityGY is an innovative pilot project that has been carefully designed, drawing directly upon the work of key learning from the LGA Skills Taskforce at a national level. This learning has been taken and will be applied at a local 'place based' level, whereby the Great Yarmouth Skills Taskforce will commission critical research, roll out new online systems, provide collaborative outreach and capacity-building with schools and foster wider cultural sector transferable vocational skills.
- 2.16 Improving the residents access to and understanding of what skills provision is available and ensuring residents feel empowered to follow a skills journey is an essential part of the project and the ethos of the CRF programme as a whole. Ultimately, the Skills taskforce led by the Council want to ensure residents are provided with the right level of support and offered the most suitable skills, training or learning outcomes when they seek it. Following interaction and use of the OpportunityGY project, residents will have gained skills outcomes, attained and retained employability skills, so that those residents will be able to gain good quality job opportunities and therefore improving the economic health of the Borough overall.
- 2.17 Whilst the appraisal undertaken by Norfolk County Council was complete in the early part of the summer, the next steps is for the MHCLF (the accountable body) to complete their own appraisal and provide an outcome to the Skills taskforce partnership in September. The project must be completed by March 2021, and due to this pressured timeframe the project has commenced at risk. Ultimately, once complete the evaluation and learning will be utilised for a much more comprehensive project to be submitted to the UK Shared Prosperity Fund due to be launched next year.

3 FUNDING FOR LOCAL BUSINESSES

- 3.1 Economic Growth officers continue to roll out Council-distributed COVID grants and reliefs and promote other complementary support and grant programmes. A summary and timeline of Council-operated schemes – including the value distributed and number of beneficiaries – is presented in Annex C.
- 3.2 Between 24 March 2020 and 14 July 2021, 11,718 Council grant awards were made to local enterprises, totalling nearly £63,876,781, with smaller grants made available through the LEP. Local authorities, agencies, VCSEs and trade representatives have worked collaboratively throughout the response and continue to do so during the transition to recovery.
- 3.3 New Anglia LEP operates two main business growth grant schemes, the Small Grant Scheme (SGS) and Growing Business Fund (GBF) and three smaller Coronavirus-related schemes, the Business Resilience & Recovery Scheme and the Visitor Economy Grant Scheme and Wider Economy Grant Scheme. Officers signpost and actively facilitate local business introductions to all of these.

- 3.4 Whilst local uptake of the three smaller Coronavirus-related schemes has been comparatively low, relative to other districts, uptake of the main schemes up to the end of 2020 – which are now almost fully allocated and in the process of winding down – has been significantly higher, as illustrated in the tables, below, which include LEP data up to the end of July 2021. The value of grant funding applied for has increased by 558% since the 2019/20 figures and the value of grants claimed has increased by 192%.

Total values by year	2018/19	2019/20	2020/21	2021/22
Value of grant funding applied for	£76,150	£146,300	£573,000	£TBC
Value of grants approved	£130,850	£126,050	£561,809	£47,850
Value of grants claimed	£456,404	£214,879	£321,282	£11,468
Value of private co-investment	£3,136,500	£824,053	£1,810,132	£TBC

Average monthly values by year	2018/19	2019/20	2020/21	2021/22
Value of grant funding applied for	£6,346	£12,192	£71,625	£TBC
Value of grants approved	£10,904	£10,504	£70,226	£5,981
Value of grants claimed	£38,034	£17,907	£40,160	£1,433
Value of private co-investment	£261,375	£68,671	£226,267	£TBC

- 3.5 2021/22 data reflect the smaller Business Resilience & Recovery Scheme and the Visitor Economy Grant Scheme and Wider Economy Grant Scheme, which operated during 2021 Q1 and are now closed to applicants. It is noted that despite active promotion of these schemes by officers, their uptake was dwarfed by aid and recovery grant funding distributed directly by the Council. Officers are liaising with the LEP and other local authorities to better understand the reasons behind this.
- 3.6 Officers continue to promote a range of business grant funding schemes (including but not limited to the LEP) via social media, comms channels and direct outreach. EnterpriseGY regularly carry out virtual grant clinics in partnership with the Growth Hub thus assisting applications, which undoubtedly led to the increase in the applications.
- 3.7 These clinics continue to be provided on a monthly basis, with good attendee levels from businesses. The programme of events coming up include:

Month	Event	Status
Oct 2020	All About Grants	Completed
Nov 2020	Behind the Scenes of the UK Economy	Completed
Dec 2020	New Year New Busines	Completed
Mar 2021	Grants Surgery	Completed
Mar 2021	Opening up safely	Completed
Apr 2021	How kickstart can help grow your business	Completed
Apr 2021	Grants	Completed
May 2021	Queens Award For Enterprise	Completed

Jun 2021	Cloud Accounting	Completed
Sep 2021	How To Get More On Line Customers	Confirmed
Sep 2021	ETIP/Drive: Grants for training and growth	Confirmed
Oct 21	How to Grow Your Business	confirmed
Oct 21	FACET and the future of waste	Pending
Nov 21	How to Take On A New Apprentice	Confirmed
Nov 21	An Introduction to IP and Copyright	Confirmed
Dec 21	Start Your Own Business in 2022	Pending
Jan 22	Exit Strategy: exit strategy, retirement, tax planning	Confirmed

- 3.8 Many of these events are developed as a result of collaborative working with other agencies and organisations where the Council can create awareness of a wider range of business services, therefore reaching new audiences and develop quality partnerships with other experts in their field. For example the “How to get more online customers” event is a joint presentation between the Council, Archant Digital and Norfolk Trading Standards. This event in particular is designed to help businesses develop their online profile and how to use the Trusted Trader scheme and other online review platforms effectively. A new branding has been created for this latest series to help identify this Online product in the developing portfolio of *enterpriseGY* business support.
- 3.9 Another successful online event featured the Queens Awards for Enterprise. Introduced by the Great Yarmouth Deputy Lieutenant, Henry Cator, with speakers from previous awards winners Adnams and Yarmouth based Applied Acoustic Engineering saw around 30 delegates attend to hear about the benefits and recognition gained from winning. Attendees appreciated the opportunity to hear more about the application process from those who have successfully gone through the application and appraisal process, with at least one business indicating they will be applying in next years cohort.
- 3.10 The eGY service launched a newly developed East Coast Manufacturing Group (ECMG) earlier in the summer along with the NAAME Talent Sharing platform, a free portal available to members to share staff resources on a temporary or permanent basis. 20 businesses have expressed an interest in taking part, with the main benefit being that it will help businesses identify collaborations, build supply chains, learn from one another and embed best practice. The East Coast group completes the 7 groups that exist across Norfolk and Suffolk supporting manufacturing and engineering business with practical initiatives to ensure the region thrives in this important and growing sector.
- 3.11 Finally, with the easing of restrictions site visits have resumed where businesses are happy to receive a visit from one of the Business Advisors. These visits create an opportunity to engage directly with issues or provide support for those looking to recover from the disruption of the last 18 months and also explore the new opportunities presented in the post pandemic economy. These visits are naturally wide ranging and bespoke to the individual businesses. For example, the themes of meetings have ranged from developing plans around skills and apprenticeships to working on plans for business recovery, succession planning and growth.

4 WIDER BUSINESS SUPPORT

- 4.1 At the March 2021 Economic Development Committee Members received a comprehensive report, with local and independent analysis of the economic impact of the pandemic, both on the Town and the Country as a whole. Included within this report was a systematic presentation of the proposals in line with the evidence collated from the responses to the survey carried out across all Districts and Boroughs (except Breckland) and other national data. Members were presented a number of options to further adapt and extend business support functions to address immediate and ongoing economic challenges as presented, and as a result Members resolved to support the proposals and passed responsibility to the Member Working Group for approval of the final scheme.
- 4.2 Due to officers efforts as commended by the Member Working Group, all £2,869,127 Additional Restrictions Grant (ARG) has been committed with all remaining businesses being paid their final allocation before the end of June deadline as required. A brief summary of the progress of Additional Restrictions Grant is provided below, including the provision of the grant against each individual phase developed and launched by the Council as approved by the MWG.

ARG Phase	Applications Received	Applications Awarded	Applications Declined	Market Trader top ups	Automatic Payments / top ups	Value Awarded
1	173	105	64			69,855
2	271	151	120	20		275,000
3	332	240	90			1,426,000
4	38	21	17		107	771,250
5	58	49	8		174	276,510
EOI	7	3	4			58,612
					TOTAL	2,877,227

- 4.3 Analysis by officers indicated the Council may receive around £800k of the next tranches of ARG funds based on the provision of the funds previously given in 20/21, however, the more recent 2021/22 allocation was based on the stock of properties in the area whose sectors have been affected by COVID-19 which explains why the Council received less than anticipated.
- 4.4 At the 27th May ARG MWG members discussed the wider business support proposals based on the scheme agreed at the aforementioned March Economic Development committee. Analysis undertaken by officers indicated that there would be a projected residual budget of around £500,000 for wider business support, once all prior ARG 20/21 funds had been spent or a validated attempt had been made to spend the funds.
- 4.5 Whilst the financial allocation was not as substantial as initially thought the broad themes remained the same – that is that the Wider Business Support package of support will include measures to support:
- *Digital transformation and e-commerce,*
 - *sector specific recovery grants and;*
 - *business recovery and start-up support.*

Theme	Activity	Outline
Digital transformation and e-commerce	GO Digital	Equipping smaller and independent enterprises to adapt to the accelerated shift to e-commerce. Existing scheme underway at County.

	E-Commerce specialist support	Additional specialist assistance from online enterprise experts on a call-off basis from an approved panel
Sector specific recovery grants	“Recovery and Growth Grant”	The Recovery and Growth Grant provides a flexible capital or revenue subsidy of between £2,250 and £7,500 to assist small or medium-sized enterprises (SMEs) to implement initiatives that enable growth, diversification, improve resilience and/or generate operational efficiencies.
Business recovery and start-up support	Provision of business guidance to established enterprises and pre-start businesses.	Resource provided by Business Advisers – this would include advice for the above Recovery and Growth Grant
	Start-up Grant	Provides a flexible capital or revenue subsidy of between £450 and £1,200 to assist new local businesses, that have not yet started trading, with one-off start-up costs.
	Pop-up enterprise space	Match-funding of initiative to create pop-up enterprise support hub/space in vacant Town Centre premises

- 4.6 Following the prioritisation on the need to commit and spend the pre-June full £2.8M allocation rather than launch the next tranche of wider business support proposals in advance of that spend, officers have only just launched the two grant schemes over the last month. Both the *Start-up delegated grant* and the *Recovery and Growth Grant* went live during late August.

5 NOTABLE PROGRESS – VISITOR ECONOMY

- 5.1 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.
- 5.2 Go Trade (a market tourism European funded project running since 2017, concluding 31 December 2021) has generated additional income, between £41,000 and £52,000. Officers are now developing a scheme for these funds to be ringfenced and reinvested into market development by assisting parish and town councils in setting up local monthly markets of their own. A full paper updating on the achievements and legacy of Go Trade will follow to Committee in due course.
- 5.3 The Council was successful in securing £241,602 from the European Regional Development Fund (ERDF) under the Welcome Back Fund programme. These funds were automatically awarded and are to be used to support the safe reopening of the Borough and high street. As part of the programme of support the funds have been used to provide cleansing stations around high footfall areas and at public facilities, but also to deliver entertainment in the Town therefore encouraging the safe return of visitors. The most successful of these include the activities presented at the time of the opening of the Yare Gallery (see more information

in the City of Culture paper), as well as reduced ticketing to key heritage attractions including the Time and Tide Museum.

- 5.4 Finally, some of the ‘welcome back fund’ grant will be invested in increased CCTV around hotspot areas, including the Waterways and in place at Gorleston to provide extra security around the Banksy art installation.

6 FINANCIAL IMPLICATIONS

- 6.1 As the Action Plan presents, there are a large number of projects and strategic programmes now in delivery. Each of the programmes have been designed to maximise external funding and where there are any gaps, other funds are being applied for or borrowing will take place. In any case, where new programmes are announced that align with the Councils strategic vision council officers will develop applications accordingly. This is evident in the case of the recently announced Community Renewal Fund and may be the case should the Government launch the next phase of the Levelling Up programme and / or the UK Shared Prosperity Fund
- 6.2 In addition, the Council continues to 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.

7 RISK IMPLICATIONS

- 7.1 Officers and partners continue to work 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 as businesses approach the winter with caution, particularly as new waves of the virus could impact businesses ability to fully recover. Ultimately, this could risk the success of the outcomes of the Economic Growth Strategy and Action Plan.

8 SUMMARY

- 8.1 This report presents to Officers and Members the progress made against the Economic Growth Action Plan since its approval by Members in February 2020 and the subsequent bi-annual updates provided at the October 2020 and March 2021 Economic Development Committee meetings.
- 8.2 Progress continues to move at pace, with significant progress made on key strategic projects as well as the submission of a new skills based project seeking funding from the Community Renewal Fund. Activity also continues to respond at a business, community and organisational level to the COVID-19 pandemic with business support being offered to businesses of all sizes, sectors and in both a proactive targeted way, as well as responding to those seeking advice and guidance.

9 BACKGROUND PAPERS

- Annex A: Economic Growth Strategy Delivery Plan - August 2021
- Annex B: Recovery Progress Report - August 2021
- Annex C: Council Grant Schemes: Summary Report, 31 August 2021 (data complete up to 14 July 2021)

RECOMMENDATIONS

Members are asked to:

- 1) Review and comment on the Economic Growth Delivery Plan progress update.

Area for consideration	Comment
Monitoring Officer Consultation:	As part of ELT review.
Section 151 Officer Consultation:	As part of ELT review.
Existing Council Policies:	Corporate Plan, Annual Action Plan, Economic Growth Strategy, 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		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 	<ul style="list-style-type: none"> • The branding and associated collateral for the new GENERATE brand are complete • A new Marketing Strategy and Sector Prospectus are complete • Innovative Projects Funding for this activity ceases in September 2021 • An exit/succession strategy has been developed to provide ongoing coordination/delivery of the strategy and strategic custodianship of the brand • This was presented to the East of England Energy Zone Funding & Governance Group in August 2021 and a decision is expected in Autumn 2021 	✓	✓	✓				✓		
1.2	Develop an offshore O&M Campus on South Denes	<ul style="list-style-type: none"> • Completion O&M campus enabling works • 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"> • Engagement with key stakeholders ongoing • £6m was secured from the Getting Building Fund in Autumn 2020 • An application to the Norfolk Business Rates Pool for funding of £1m was submitted on 4 February 2020 		✓	✓	✓			✓		✓

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"> Stage 1 Feasibility Report has been completed £3.95m earmarked through Town Deal, with Full Business Case draft to be completed by January 2022 and a summary sent to Gov in March 2022. 	✓		✓	✓		✓	✓		✓
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 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 Development of a centre of excellence for shallow water decommissioning 	<ul style="list-style-type: none"> Masterplan and feasibility report being completed by WSP and engagement with stakeholders A five-year £40m flood defence scheme is being delivered by the Environment Agency along the River Yare with ongoing discussions with the Environment Agency on future phases; <i>Epoch 3</i> The region's only freeport bid – Freeport East, comprising Felixstowe and Harwich – was submitted in January 2021 Freeport East was subsequently announced as one of eight new freeports during a budget speech in the House of Commons on 3 March 2021. Ongoing discussion with 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 	<ul style="list-style-type: none"> Current focus has been on supporting the delivery of Great Yarmouth's Pathway to Recovery normalisation and recovery plan and – in particular – the design and 	✓	✓	✓	✓	✓		✓		










		<ul style="list-style-type: none"> Improved business survival rate Maximised business funding take-up Increased support and profile of local home-grown businesses 	<p>implement systems and oversight of delegated grant schemes; between 24 March 2020 and 14 July 2021, 11,718 grant awards were made to local enterprises, totalling £63,876,781</p> <ul style="list-style-type: none"> Regular business networking/workshop sessions re-established, including the new East Coast Manufacturing Group, in partnership with East Suffolk Council and New Anglia Advanced Manufacturing & Engineering (NAAME) Officers promoting and enable self-employment as a route to economic inclusion to gap-fill the New Anglia Growth Programme, whose current EU-funding concludes in 2021 Q4; Direct engagement in the County/LEP <i>C-Care</i> project, which provides some start-up support Partner in the LEP's UK CRF application; a pilot-within-a-pilot for the Borough, providing some additional local resource. Funding decision from Government expected in September 2021 Planning for pop-up/meanwhile enterprise hub within the Town Centre in partnership with the Town Centre Partnership (TCP) and Norfolk Chamber of Commerce 									
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 status Vauxhall roundabout improvements are being progressed Work on the Third River Crossing has commenced with completion expected in early 2023 A £150K programme of physical improvements to the rail station has been earmarked through the Town Deal 	✓	✓			✓	✓	✓	✓	✓

			<ul style="list-style-type: none"> A Local Cycling and Walking Infrastructure Plan (LCWIP) has been produced, with two improved pedestrian/cycle thoroughfares proposed; this has not been included in the Town Deal programme, but alternative funding is being investigated 										
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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 PlaceImproved footfall and pedestrian permeability	<ul style="list-style-type: none">Planning consent granted and work underway on the Market Place redevelopment; a key part of the Council’s successful £13.7m Future High Streets programme£594,953 for public wayfinding and sustainable connectivity has been earmarked through the Town Deal	✓	✓			✓	✓	✓	✓	✓
2.2	Develop and deliver a mixed use (residential and commercial) scheme on the Conge	<ul style="list-style-type: none">Enhancement of The Conge as a gateway to the TownIncreased residential density and demand for goods/services within the Town CentreGateway for the Great Yarmouth Town Centre established as important community hub	<ul style="list-style-type: none">Detailed plans have been submitted for a new residential quarter on this edge-of-centre locationP&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						✓		✓	✓










			<ul style="list-style-type: none"> Progress has been made in seeking a Strategic Development Partner and new funding/co-investment 										
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"> Local funding committed for North Quay strategic regeneration, including land assembly and ongoing engagement with key stakeholders The North Quay Supplementary Planning Document was adopted in July 2020 £2.6 million for strategic land assembly at North Quay has been earmarked through the Town Deal Hall Quay Supplementary Planning Document has been adopted 					✓	✓				✓
2.4	Deliver a successful Heritage Action Zone programme of investment	<ul style="list-style-type: none"> Enhancing environmental quality Town Centre for all residents and visitors. Safeguarding of local historical and heritage assets Consolidation of sense-of-place. 	<ul style="list-style-type: none"> Shopfronts improvement delegated grants scheme and restoration of: Town Wall; St. Nicholas School railings, Market Rows; No.6 Market Place. The £50K grants scheme was launched alongside other restoration projects in late 2020 as part of High Streets Heritage Action Zones (HAZ) programme Market Place landscaping/planting has been included in interventions within the HAZ programme Project posts have been filled and delivery is underway 	✓			✓	✓	✓				
2.5	Revolutionise town centre digital connectivity with the provision of a digital infrastructure to improve visitor	<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"> 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). 	✓	✓		✓	✓	✓	✓	✓	✓	✓

	experience and business connectivity		<ul style="list-style-type: none"> 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 £190K for digitalisation has been earmarked through the Town Deal 										
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"> Total LEP funding of £561,809 was awarded to GY businesses over the period April 2020 to March 2021, inclusive, with £1,810,132 private sector co-investment realised Uptake of the three smaller, COVID-specific schemes in 2021 Q1 was low, with £47,850 awarded to local businesses Officer facilitation in relation to specific high-value inward investment prospects is ongoing 	✓	✓	✓		✓	✓	✓			

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"> • Partnership work is ongoing to deliver on social mobility and meeting the current and projected needs of both key employers and local residents as part of the wider development of a Borough-level Inclusive Growth Strategy • GYBC is lead applicant in a £1.14 million UK CRF application, a final funding decision from Government is expected in September 2021, but new posts are currently being advertised • <i>OpportunityGY</i> will convene a new multi-agency Great Yarmouth Skills Taskforce. The Taskforce will improve access to and enhance the visibility/uptake of numerous local learning/upskilling/reskilling interventions to a) maximise social/economic inclusion and the accessibility of local opportunities, and b) ensure that the jobs that employers need to fill are aligned to pathways for residents to access 		✓	✓	✓		✓	✓	✓	

3.2	Explore opportunities with partners to establish a greater HE presence within the Borough	<ul style="list-style-type: none"> Secure long-term higher skills development that raises aspiration and increases opportunities 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 	<ul style="list-style-type: none"> £7.46m Town Deal funding has been earmarked through Town Deal to establish a new Great Yarmouth University Learning Centre (GYULC) in the Town Centre, working with the UEA, East Coast College, the University of Suffolk and Norfolk County Council 	✓	✓	✓	✓			✓		✓
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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								
												
4.1	Replace the existing Marina Centre with a high-quality water and leisure attraction	<ul style="list-style-type: none"> • Improved health, wellbeing and increased physical activity by the Boroughs residents. • Further regeneration of the seafront unlocked. • A thriving visitor economy with an extended season beyond the peak summer period. 	<ul style="list-style-type: none"> • Successful applications to the Norfolk Business Rates Pool (BRP), the Accelerated Capital Projects Fund and Sport England • Demolition and clearance are completed and foundation/piling work is underway, in advance of superstructure/steels installation 	✓				✓	✓			
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"> • Successful application to the Norfolk Business Rates Pool (BRP) • Successfully applied for the NLHF Heritage Horizons Programme and is one of eleven shortlisted projects, with the full application due to be submitted in mid-February 2021 • Ongoing dialogue with commercial preferred operator 	✓		✓	✓	✓	✓	✓		✓
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 	<ul style="list-style-type: none"> • GYPT has purchased 14 King Street, • GYPT undertaken fully measured survey • Plans now in development for conversion and sustainable reuse, • No. 14 has reached RIBA Stage 3 						✓		✓	

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

Recovery Progress Report, 31 August 2021

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

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

Assembling intelligence and analysis on the Pandemic's impact	RESPOND → ADAPT → INNOVATE
GYBC led local business impact surveying between April and June 2020 on behalf of the Borough, South Norfolk and Broadland. From mid-January to April 2021, it led surveying on behalf of all the Norfolk districts with the exception of Breckland in order to provide primary, local evidence. Headline analyses are shared with other Councils, the LEP and internal interests, including funding bids in order to inform policy formulation and strategic decision making. These data are synthesised with third party intelligence/analyses – for example, Universal Credit starts by age and gender, which provide a useful indicator for economic hardship attributable to the Pandemic.	● ●
Officers continue to collate/integrate contemporary LEP-level and national intelligence from the Bank of England, OECD, PwC and others, to assess the current/projected impact of the Pandemic. Officers continue to attend and contribute to weekly Recovery Meetings with the other Norfolk local authorities to share intelligence and align best practice.	● ●
Maximising local uptake of the grants, reliefs and support available	RESPOND → ADAPT → INNOVATE
Officers continue to design and implement systems and oversight to receive, manage and locally-administer national government business grant funding, providing underwriting, due diligence and eligibility checks. Between 24 March 2020 and 14 July 2021, 11,718 grant awards were made to local enterprises, totalling £63,876,781.	● ●
Officers have worked with New Anglia LEP and the County Council to prioritise and engage local enterprises (by sector, operational sensitivity, supply chain, proximity of workers etc.) to support with workplace Lateral Flow Testing in support of business continuity/resilience.	●
Officers are signposting businesses to the LEP's grant schemes, including the Business Resilience & Recovery Scheme and the Visitor Economy and Wider Economy Grant Scheme. Total LEP funding of £561,809 was awarded to GY businesses over the period April 2020 to March 2021, inclusive, with £1,810,132 private sector co-investment realised. Uptake of the three smaller, COVID-specific schemes in 2021 Q1 was low, with £47,850 awarded to local businesses – a figure dwarfed by Council-distributed aid.	● ●
Providing business support/advice	RESPOND → ADAPT → INNOVATE
Enterprise support is being delivered through both EnterpriseGY and the New Anglia Growth Hub, which is the Government-backed <i>one-stop</i> portal for businesses. Call handling is undertaken by both the Growth Hub and by Council officers. 9,000+ calls were made by officers to actively seek out eligible businesses that hadn't claimed Council-administered financial support.	●
There is ongoing collation, syndication and dissemination of information, updates and news through the website social media channels, regular e-shots and Council Comms channels to reinforce official Coronavirus messaging, signpost to EnterpriseGY and third party events and resources, provide links to local job opportunities etc.	● ●
Officers have now re-established – <i>virtually</i> , at least – regular business networking/workshop sessions in partnership, wherever appropriate, including the new East Coast Manufacturing Group, in partnership with East Suffolk Council and New Anglia Advanced Manufacturing & Engineering (NAAME).	● ●
Officers continue to develop/curate resources to promote and enable self-employment as a route to economic inclusion to gap-fill the New Anglia Growth Programme, whose current EU-funding concludes in 2020. Officers are engaging directly in the County/LEP <i>C-Care</i> project, which provides some start-up support.	● ●
The Council is a formal partner in the LEP's <i>UK Community Renewal Fund</i> application to Government, having argued for a <i>pilot-within-a-pilot</i> for the Borough, on the basis of Great Yarmouth's specific challenges around entrepreneurialism and economic/social inclusion. This will – if successful – provide some additional local resource. A funding decision from Government is expected in September 2021.	● ●
Officers will promote the <i>New Enterprise Allowance</i> (NEA) scheme to help unemployed people start their own business through mentoring and financial support to smooth the transition from welfare to self-employment.	● ●

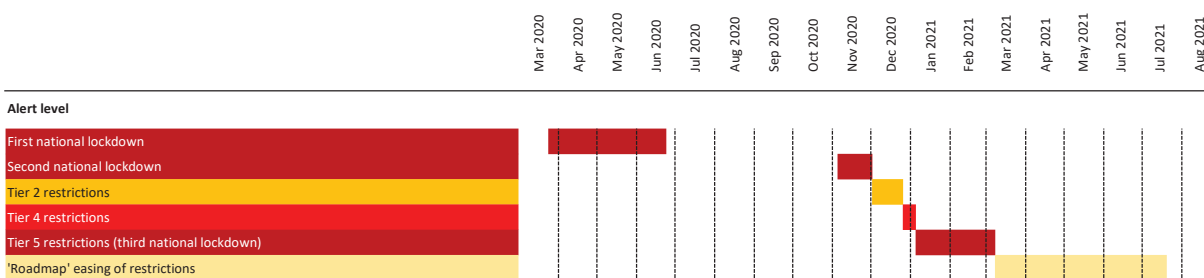
There is ongoing streamlining of cross-referral processes relating to the provision of business support between the Council and external providers, such as New Anglia LEP and Norfolk Chambers of Commerce.			●
Depending upon the outcome of the joint County/LEP/GYBC <i>UK Community Renewal Fund</i> application, plans to implement a pop-up/meanwhile enterprise hub within the Town Centre will be developed during Autumn 2021. These will involve the temporary occupation of vacant commercial premises to provide a visible, accessible business advisor presence, with drop-ins, desk-space and meeting space. A collaborative approach has been agreed with the Town Centre Partnership (TCP) and Norfolk Chamber of Commerce, that would see the TCP coinvesting and the co-location of enterprise support staff from GYBC, the Chamber, the TCP and – subject to agreement – New Anglia Growth Hub.			●
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.			●
The first regular meeting of the re-constituted Economic Growth Reference Group met in late August 2021, bringing together a number of key local businesses and strategic stakeholders. This forum provides a structured, inclusive and collaborative approach to local economic growth, wherein Council officers, strategic stakeholders and the wider business community can discuss and consult on issues of relevance, maintain an active and ongoing dialogue and 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 in respect of the local economy.			●
The Economic Growth team is promoting the New Anglia Peer Network Programme, part of a national peer-to-peer networking programme for SME leaders that want to grow and develop their organisation for future success, with group session time and one-to-one sessions with a business coach. It is also promoting the new <i>Norfolk Knowledge Hub</i> , which has recently been established by Norfolk Chambers of Commerce and Norfolk County Council as a free-to-view online business support and learning space to support local businesses recover and thrive.			●
Officers are currently overhauling and streamlining business support and economic development webpages to curate – and provide where necessary – a library of practical business growth and recovery webinars, clinics/workshops, tools and other one-to-one and one-to-many learning assets.			●
Officers have started promoting the new <i>CHANCES</i> programme, which will work with economically-inactive cohorts to move them closer to or into the labour market, increasing the pool of local talent from which businesses can recruit and increasing the skills, knowledge and capability of individual residents.			●
Building Council capacity through new funding opportunities	RESPOND	→ ADAPT	→ INNOVATE
The recently re-constituted Economic Growth Reference Group is focusing on co-operation and foster new collaborations and identify/prioritise corrective actions and interventions – i.e. new project/funding opportunities – in respect of the local economy and the objectives of the Great Yarmouth Economic Growth Strategy.		●	●
EnterpriseGY continues to provide virtual local business support and facilitation, with new fixed-term staff undertaking the processing of local delegated grant applications. New business support capacity building through the Council's new Additional Restrictions Grant (ARG) Wider Business Support allocation are at an advanced stage.		●	●
Inward Investment is developing closer working with internal Council functions, such as Property and Strategic Planning in order to provide a more seamless enquiry and processing front-end with active key-account-management, tailored 'concierge'/introductions service, integration with other 'soft landing' incentives and enquiry tracking.			●
2. Sector support: promotion of the Borough and local capabilities to support recovery in different scenarios; supporting the transition to a year-round visitor economy through the Culture, Tourism and Heritage Strategy; Supporting an 'all energy' recovery, including delivery of an Operations & Maintenance Campus and Energy Incubator			
Promotion of the Borough and local capabilities to support recovery in different scenarios	RESPOND	→ ADAPT	→ INNOVATE
The Council-led Offshore Renewables Competitive Positioning Programme is working alongside the All Energy Industry Council (AEIC) to develop/deploy coherent, coordinated and collectively-owned branding – <i>GENERATE</i> – to maximise our visibility to Government/investors and enable it to compete effectively in national/international markets. New branding collateral, a sector prospectus and a marketing/promotion strategy are now complete. Funding through the LEP-administered Innovative Projects Fund ceases in September 2021 and an exit/succession strategy has been developed to provide ongoing coordination/delivery of the strategy and strategic custodianship of the <i>GENERATE</i> brand, which supersedes the <i>East of England Energy Zone</i> . The exit/succession strategy was presented to the East of England Energy Zone Funding & Governance Group in August 2021 and a decision is expected in Autumn 2021.		●	●
Supporting the transition to a year-round visitor economy through the Culture, Tourism and Heritage Strategy	RESPOND	→ ADAPT	→ INNOVATE

Funding was previously secured through Towns Fund <i>accelerated projects</i> provisions to provide the equipment required to deliver a coordinated Winter (2020/21) Programme of cultural interventions that responds directly to the Coronavirus challenge to animate the seafront, town and wider borough.	●	●	
Officers are reviewing the Economic Growth Action Plan on an ongoing basis to ensure sector-specific plans link to those that have been launched as part of wider recovery work – for example, the Visit East of England (VEE) and Visit Norfolk strategies for the Tourism Sector, with a Covid-19 Tourism group, coordinated by VEE and the LEP.	●	●	
Demolition and clearance of the former Marina Centre were completed in early 2021 in advance of superstructure/steels installation. Construction milestones are being delivered, with capital works continuing, despite periodic lockdowns and wider challenges facing the construction industry, such as the supply of materials and workforces.		●	
A number of initiatives are underway under the Culture, Tourism and Heritage Strategy to reflect and anticipate consumer trends and cater to new market segments in order to a) capitalise economically upon out-of-season, year-round and experiential vacationing and b) improve the local 'offer' to visitors and current/future residents.		●	●
A full National Heritage Lottery Fund application for co-investment in the restoration of the Winter Gardens – a key, year-round seafront attraction that will cater to new markets – was submitted in mid-February 2021 and funding of £9.9 million was subsequently secured. Additional co-financing has been allocated through the Council's Town Deal award. Officers are involved in ongoing dialogue with the preferred commercial operator, funders and potential partners.		●	●
An unsuccessful €3.5 million bid was submitted to the Interreg France-Channel-England programme in partnership with Norwich BID, Visit Kent, Basildon Borough Council, Medway Council, Gravesham Borough Council, Louvigne du Desert / Fougères, Communauté urbaine Caen la Mer, Office de Tourisme et des Congrès de Caen-la-Mer, Ville d'Amiens, Communauté de Communes du Pays de Lumbres. The proposals picked up activity under three core themes: strategic promotion/communications; economic recovery for town centres; local tourism recovery. It is understood that all applications made to this funding call were unsuccessful and that there may be a further opportunity for the partnership to resubmit its application in 2021 Q4.		●	●
An unsuccessful bid was submitted to the EXPERIENCE programme to selectively upgrade and animate borough walking trails to enable safe, year-round access to underutilised areas, challenging preconceptions about the Town and reinforcing both the coastal environment and its status as natural gateway to the Broads National Park.		●	●
Supporting an 'all energy' recovery, including delivery of an Operations & Maintenance Campus and Energy Incubator	RESPOND →	ADAPT →	INNOVATE
£6m was secured from the Getting Building Fund in Autumn 2020 to progress the Operations & Maintenance (O&M) Campus project in partnership with Norfolk County Council. An application to the Norfolk Business Rates Pool for funding of £1m was submitted on 4 February 2020. Officers are continuing to work with partners at the County and LEP to develop/deliver the project.		●	
The Council and Norfolk County Council submitted co-ordinated responses to the Freeports consultation. The region's only freeport bid – Freeport East, comprising Felixstowe and Harwich – was submitted in January 2021 with the endorsement of New Anglia LEP. Freeport East was subsequently announced as one of eight new freeports during a budget speech in the House of Commons on 3 March 2021.		●	
£3.7m support for the Energy Incubator has been sought through a Town Deal, via the Town Investment Plan submitted in December 2020. Officers are ensuring that all strategic activity directly supports New Anglia's Covid-19 Economic Recovery Restart Plan and emerging All Energy Industry Council Recovery Plan.		●	●
3. Employment and skills: progressing work to deliver on social mobility and meet the current and projected needs of employers and residents			
Developing local skills infrastructure	RESPOND →	ADAPT →	INNOVATE
Town Deal funding has been approved to establish a new Great Yarmouth University Learning Centre (GYULC) in the Town Centre, implementing an MoU agreed by GYBC, the UEA, East Coast College, the University of Suffolk and Norfolk County Council. Full Business Cases for all Town Investment Plan projects are currently being developed, with drafts expected in January 2022 and summaries submitted to Government in March 2022.		●	●
GYBC is the lead applicant in a <i>UK Community Renewal Fund</i> application (<i>OpportunityGY</i>) to Government to convene a new multi-agency Great Yarmouth Skills Taskforce. The Taskforce will co-ordinate interventions to improve access to and enhance the visibility/uptake of numerous local learning/upskilling/reskilling interventions to a) maximise social/economic inclusion and the accessibility of local opportunities, and b) ensure that the jobs that employers need to fill are aligned to pathways for residents to access them. The core project delivery partnership comprises the Council (lead partner), the University of East Anglia (with East Norfolk Sixth Form College), Great Yarmouth Preservation Trust (with Historic England, the Architectural Heritage Fund and High Street Heritage Action Zones), Out There Arts (The Seachange Trust) and the Norfolk Museums Service. The Council's submission was the highest-scoring of 45 applications in Norfolk and a final funding decision from Government is expected in September 2021.			●

Strategic social and economic mobility	RESPOND	→ ADAPT	→ INNOVATE
Enterprise GY continues to work in active partnership with the DWP / Job Centre Plus and the LEP to publicise and promote job, apprenticeship, agency and placement opportunities around the borough, including critical roles in logistics, healthcare and the food/drink supply chain.	●		
The Council is a formal participant in the Kickstart programme, brokering high quality six-month work placements for people aged 16-24 deemed at risk of long-term unemployment due to the Pandemic. The scheme launched here on 22 December 2020, with advanced planning in place to bring a Kickstart apprentice into the Inward Investment service.	●		
Ways of maximising local access to and uptake of a number of other locally-available schemes are also being explored with partners, including Norfolk County Council's new <i>Employer Training Incentive Programme</i> , which will support additional training by employers to enhance productivity, efficiency or vocational effectiveness.		●	
Partnership work is ongoing to deliver on social mobility and meeting the current and projected needs of both key employers and local residents as part of the wider development of a Borough-level Inclusive Growth Strategy, recognising that Borough and LEP recovery strategies make explicit reference to skills and reskilling. This theme is picked up, explicitly, within the <i>OpportunityGY</i> funding application. Strategic skills/employability intervention and wider provision are relatively fragmented, reflecting the funding landscape. The navigation of this landscape by aspirant learners and those targeted by direct community outreach is complex, particularly where a series of interventions/providers are involved over longer periods, increasing the risk of failed hand-offs where progression pathways are broken and opportunities missed. Action will benefit both individuals and the wider community, with residents of all ages/levels of attainment able to navigate – and be supported – through interventions/providers into positive employment outcomes, directly addressing key local challenges. This innovative approach draws directly upon the work of key learning from the LGA Skills Taskforce at a national level, applying the place-based model advocated to coordinate and integrate policy/provision at a local level.		●	●
4. Reopening the high streets: fostering safe, resilient, accessible and sustainable retail environments			
Fostering safe and accessible high streets and commercial centres	RESPOND	→ ADAPT	→ INNOVATE
Where business closure/opening protocols are not followed, enforcement protocols have been put in place and, where necessary, prohibition notices issued by Council officers, working alongside other agencies.	●		
A range of measures in including ERDF-funded street signage, planters and public realm adaptation schemes were previously introduced to embed social distancing and safe pedestrian flow in high streets and enable foodservice businesses to increase trading opportunities. Measures are adjusted as legislation changes or new opportunities arise.	●		
There is ongoing work with the Town Centre and Tourism BIDs, local business representatives (such as the Chambers of Commerce, Federation of Small Businesses and traders associations) to implement and reinforce evolving safe trading guidance – e.g. official relaxation around the wearing of face masks in internal retail spaces.	●		
The Council was awarded a small amount of BEIS funding to capture case studies and best practice on the dissemination of Coronavirus messaging for businesses through local authorities, the LEP and other key stakeholders and a three month-post was been contracted to undertake this work in 2021 Q1. The recommendations arising from this work have been reviewed and implemented as appropriate and shared with relevant parties, e.g. GYTABIA.		●	●
Fostering resilient and sustainable high streets and commercial centres	RESPOND	→ ADAPT	→ INNOVATE
All strategic capital programmes continue to be challenged against a) the current and projected impact of the Coronavirus pandemic, including deliverability, co-financing and likely short- and longer-term structural changes in the economy, comprising interconnected programmes to accelerate the improvements in local social and economic health.	●		
The Council is exploring options to extend Norfolk County Council's <i>GoDigital</i> programme to guarantee places for local businesses using funds allocated through its Additional Restrictions Grant (ARG) Wider Business Support allocation – addressing an ongoing need to support commercial/retail digitalisation beyond the Pandemic, reflecting longer-term shifts in consumer tastes, habits and expectations. These initiatives encompass aspects like ecommerce, electronic payments, click-and-collect and online marketing.	●	●	
Increased digitalisation and the migration of retail and other services online will enable more high street and independent businesses to continue to trade and gear up for recovery. A £190K programme of enhanced digital and connectivity infrastructure) has been set out as an Immediate Priority Investment in the Town Investment Plan.	●	●	●
A Local Cycling and Walking Infrastructure Plan (LCWIP) has been produced, with two improved pedestrian/cycle thoroughfares proposed in the Town Investment Plan to change perceptions to establish and reinforce safer new travel <i>behaviour</i> patterns. Whilst these were included in the package of Immediate Investment Priorities approved by		●	

the Government as part of the Town Investment Plan, a Town Board-led prioritisation exercise de-committed Town Deal funding. Alternative sources of funding will be sought through alternative programmes, such as the upcoming Levelling Up Fund and UK Shared Prosperity Fund.			
Both the Future High Street and Town Deal programmes embed digitalisation and other interventions designed to reimagine, recalibrate and future-proof the Town Centre by fostering and supporting the conditions for lively, vibrant and inclusive confluence of enterprises, communities and social/cultural activity.		●	●
The Council was successful in securing a Government e-scooter trial in the Town Centre, linking up key attractions and transport hubs, and £594,953 for public wayfinding and sustainable connectivity has been earmarked through the Town Deal.		●	●

Great Yarmouth Borough Council Grant Schemes Summary Report, 31 August 2021



Grant scheme	Payments made	No. beneficiaries	
SBGF	£19,040,000	1904	
RHLF	£12,530,000	917	
DGS	£1,710,000	201	
ARG I	£69,855	105	
ARG II	£275,000	171	
ARG III	£1,425,000	240	
ARG IV	£771,250	128	
ARG V	£276,510	137	
ARG 'Expression of Interest'	£58,612	3	
LRS (Open)	£399,149	401	
LRS (Closed)	£2,228,840	1502	
LRS (Closed) addendum I: Tier 2	£61,737	49	
LRS (Closed) addendum II: Tier 4	£790,896	1493	
LRS (Closed) addendum III	£6,814,187	1497	
LRS (Sector)	£5,000	2	
CBLP	£6,629,000	1490	
CSP	£77,000	77	
Restart Grants	£10,714,745	1,401	
TOTALS	£63,876,781	11,718	

Grant scheme details	Who is eligible	Amount of grant available
SBGF (This scheme closed on 30 September 2020)		
Small Business Grant Fund	Small businesses that are experiencing financial hardship, as a result of the pandemic.	A one-off grant of £10,000
RHLF (This scheme closed on 30 September 2020)		
Retail, Hospitality and Leisure Fund	Supporting ongoing business costs for businesses in the retail, hospitality and leisure sectors.	A cash grant of up to £25,000 per property (with a rateable value of over £15,000 and less than £51,000)
DGS (This scheme closed on 30 September 2020)		
Discretionary Grant Scheme (Great Yarmouth)	Support for businesses that have ongoing fixed property overheads that were trading on 11 March 2020 and able to provide evidence of a significant fall in income as a result of the pandemic.	Grants of either £2,000, £5,000 or £10,000, with one grant award per business.
ARG I (This scheme closed on 18 January 2021)		
Additional Restrictions Grant	Two categories of business not eligible for LRS. Category 1: businesses that had to close and do not pay Business Rates Category 2: businesses that remained open and trading but suffered drop in turnover of more than 25% compared to same period in the previous year	Category 1: fixed premises costs of <£1,500/month - £500 fixed premises costs of >£1,500/month - £1,500 Category 2: Rateable Value of £15,000 or under - £667 Rateable Value of £15,001 to £50,999 - £1,000 Rateable Value of £51,000 or over - £1,500

ARG II (This scheme closed on 18 January 2021)		
Additional Restrictions Grant top-up	ARG top-up for specific types of businesses that have received LRS or ARG support that can provide evidence of a loss of trade as a result of the pandemic: pubs, restaurants, café, hotels, B&Bs and their supply chains.	Non-business-rated - £667 Rateable Value of £15,000 or under - £667 Rateable Value of £15,001 to £50,999 - £1,000 Rateable Value of £51,000 or over - £1,500
ARG III (This scheme closed on 24 March 2021)		
Additional Restrictions Grant top-up	Four eligible categories. Category 1A: non-rated business properties told to close Category 1B: rated and non-rated business properties not told to close that supply the hospitality sector Category 1C: businesses that operate from home Category 1D: hospitality top-up for those qualifying for Category 1A, January LRS or scheme or CBLP	Category 1A Category 1A - £4,000 Category 1B - £2,000 (non-rated) or £4,000 (rated) Category 1C - £2,000 Category 1D - £2,000 (non-rated) or £4,000 (rated) Category 1D Top Up - £3,500 (non-rated) or £7,000 (rated)
ARG IV (This scheme closed on 30 April 2021)		
Additional Restrictions Grant top-up	Five eligible categories. Category 4A: business rated hospitality Category 4B: non business rated hospitality Category 4C: non business rated non-essential retail with fixed ongoing building costs Category 4D: business rated independent garages Category 4E: market traders	Category 4A Category 1A - £7,500 Category 4B - £3,750 Category 4C - £4,000 Category 4D - £7,500 Category 4E - £1,000 (2 day trader) or £4,000 (6 day trader)
ARG V (This scheme closed on 31 May 2021)		
Additional Restrictions Grant top-up	Three eligible categories. Category 5A: business rated businesses not eligible for Restart Grant or ARG phase 4 Category 5B: non business rated businesses and bed&breakfast/guesthouses, not eligible for ARG phase 4 Category 5C: hospitality top up	Category 5A Category 1A - £1,400 Category 5B - £900 Category 5C - £2,535
ARG 'Expression of Interest' (This scheme closed on 2 June 2021)		
Additional Restrictions Grant top-up	Rateable value over £40,000 and no support from any other Government mandatory business grant schemes since April 2020. Business must be related to the hospitality and leisure sector.	Awards up to £25,000
LRS (Open) (This scheme closed on 25 December 2020)		
Local Restrictions Support Grant (open businesses)	Businesses that are allowed to remain open such as those in hospitality and leisure who have been severely impacted by local restrictions, e.g. hospitality, hotel, B&Bs, leisure businesses.	Businesses with Rateable Value of: £15,000 or under - £800.57 £15,001 to £50,999 - £1,200 £51,000 or over - £1,500

LRSB (Closed) (This scheme closed on 1 December 2020)		
Local Restrictions Support Grant (closed businesses)	Businesses that are required to close, e.g. non-essential retail, hospitality venues, accommodation, personal care facilities, entertainment and tourism venues, indoor and outdoor leisure facilities, community facilities.	Businesses with Rateable Value of: £15,000 or under - £1,334 £15,001 to £50,999 - £2,000 £51,000 or over - £3,000
LRSB (Closed) addendum I: Tier 2 (This scheme closed on 25 December 2020)		
Local Restrictions Support Grant (closed businesses)	LRSB top-up for businesses that are required to close as part of Tier 2 restrictions, e.g. public houses, bars or other business that serve alcohol but not table meals.	Businesses with Rateable Value of: £15,000 or under - £667 £15,001 to £50,999 - £1,000 £51,000 or over - £1,500
LRSB (Closed) addendum II: Tier 4 (This scheme closed on 4 January 2021)		
Local Restrictions Support Grant (closed businesses)	LRSB top-up for businesses that are required to close as part of Tier 4 restrictions, e.g. non-essential retail, hospitality venues, accommodation, personal care facilities, entertainment and tourism venues, indoor and outdoor leisure facilities, community facilities.	Businesses with Rateable Value of: £15,000 or under - £667 £15,001 to £50,999 - £1,000 £51,000 or over - £1,500
LRSB (Closed) addendum III (This scheme closed on 31 March 2021)		
Local Restrictions Support Grant (closed businesses)	LRSB top-up for businesses that are mandated to close, e.g. non-essential retail, hospitality venues, accommodation, personal care facilities, entertainment and tourism venues, indoor and outdoor leisure facilities, community facilities.	Businesses with Rateable Value of: £15,000 or under - £2001 £15,001 to £50,999 - £3000 £51,000 or over - £4500
LRSB (Sector) (This scheme closed on 4 November 2020)		
Local Restrictions Support Grant (specific business sectors)	Businesses that have not been able to reopen since national restrictions were imposed in March 2020, e.g. nightclubs, dance halls, discotheques, sexual entertainment venues and hostess bars.	Businesses with Rateable Value of: £15,000 or under - £667 £15,001 to £50,999 - £1,000 £51,000 or over - £1,500
CBLP (This scheme closed on 31 March 2021)		
Closed Business Lockdown Payment	Businesses that are required to close, e.g. non-essential retail, hospitality venues, accommodation, personal care facilities, entertainment and tourism venues, indoor and outdoor leisure facilities, community facilities.	Businesses with Rateable Value of: £15,000 or under - £4,000 £15,001 to £50,999 - £6,000 £51,000 or over - £9,000
CSP (This scheme closed on 31 January 2021)		
Christmas Support Payment	Wet-led public houses, i.e. those that derive under 50% of their income from food sales.	A one-off grant of £1,000

URN:

Subject: Enterprise Zone – Update on Agreements and Pot B increase

Report to: Economic Development Committee – 13th September 2021

Report by: Michelle Burdett, Head of Inward Investment

SUBJECT MATTER / RECOMMENDATIONS

This report presents to Members of the Economic Development Committee an update on the Enterprise Zone Legal Agreement and recent increases in the financial return within Pot B.

This paper details the process taken in terms of the arrangements for the Enterprise Zone[s] covering the areas of Great Yarmouth and East Suffolk and the agreement to separate the two areas so East Suffolk can have their own agreement as can Great Yarmouth Borough Council. This therefore means that each area can manage their own commercial interests and the LEP will have two separate arrangements – one covering the Great Yarmouth Enterprise Zone[s] and one covering the East Suffolk Enterprise Zone.

Members are asked to:

- 1) Review the paper and note the contents of the report.**

1. BACKGROUND AND LEGAL AGREEMENT

- 1.1 The Council has two energy related Enterprise Zone sites at Beacon Park and South Denes in a suite of 6 across Great Yarmouth and Lowestoft currently all covered within one Legal Agreement.
- 1.2 The Department for Communities and Local Government (now MHCLG) made Local Enterprise Partnerships responsible for oversight of the Enterprise Zones and requires them to notify, and keep them informed of the arrangements which it agrees in principle for each of the areas within which they fall in their control.
- 1.3 The Members of the Councils [then] Cabinet received a report from the Director of Resources (Governance and Growth) on the 12th February 2014. This presented the progress made in the development of the Legal Agreement that built upon the Heads of Terms presented to Cabinet the previous year (September 2012). The contents of the reports informed the members of the benefits of the enterprise zone, how the funds would be delineated between the 'pots' (see section 2) and how the various organisations would work together to bring about inward investment to benefit Norfolk (Great Yarmouth) and Suffolk (then Waveney, now East Suffolk).

- 1.4 Members endorsed the recommendations of the paper which was that the agreement was signed by the Council's CEO; Gordon Mitchel under the constitution at the time. The Legal Agreement was thus circulated to all partners and fully signed in November 2014 by all remaining organisations (the Local Enterprise Partnership (LEP), Norfolk County Council, Suffolk County Council and Waveney District Council).
- 1.5 Due to the developments taking place in each District and Borough area and inward investment enquiries as a result, it is now apparent that each area needs its own separate Legal Agreement with the LEP. This will therefore protect any confidential discussions from commercial interests and the financial return to Pot B (as well as the other pots). Whilst the two areas are fully committed to working together as councils to benefit the sector (including but not limited to the profiling of the combined area using the GENERATE brand), and also in other major investment projects (such as the City of Culture 2025 bid), the sensitive discussions taking place across two areas has made it impractical to have an agreement that covers both areas.
- 1.6 In addition, Great Yarmouth Borough Council has renegotiated with the LEP the % income into Pot B to assist the financing of the O+M Campus and as such, it has been agreed to sever the old arrangement and put in place a back to back signing of a new Agreement between only Norfolk parties (and in line with Suffolk doing the same).

2 MOU FINANCES

- 2.1 In normal circumstances business rates are property taxes paid by the occupants of non-domestic properties, typically those occupying commercial and industrial premises. Local Authorities collect the business rates which are due in their area and pass the money over to central Government. A proportion of these funds are then redistributed back to local authorities in line with a population based formula. For this year (21/22) income from Business Rates is split 50% to Government, 40% to billing authority (GYBC) and 10% to County. This can change year to year, it is possible there may be the creation of a business rates pool again in future years which would see changes to this split.
- 2.2 However, when an area has a designated Enterprise Zone those business rates are returned to the Local Enterprise Partnership rather than it being returned to Government and apportioned to Local Authority partners via a separately agreed formula.
- 2.3 Within the legal agreement it states in the background section "*The policy of the UK Government states that all growth in business rates generated from enterprise zones should be **retained by local enterprise partnerships** to enable the partnerships to support their economic priorities for at least the next 25 years*". As Local Authorities cannot be worse off than if there was no such Enterprise Zone, the partners (including the New Anglia LEP) discussed the proportion of the return of the business rate finances via 'Pots'.
- 2.4 Whilst the Legal Agreement and the Enterprise Zone Policy states that the growth in business rates generated by Enterprise zones should be retained by local enterprise partnerships, the Local Authority is the collecting Authority and is responsible for ensuring the rates are collected and paid to each of the partners in the % allocations stated below and when income is generated.
- 2.5 Schedule two of the 2014 Legal Agreement details the allocation of the Pots A, B and C, these were:

Pot A – GYBC for any use – (10%)

Pot B – GYBC for site development only – (35%)

Pot C – New Anglia LEP for wider investment to deliver the Strategic Economic Plan – (55%)

- 2.6 Norfolk partners including officers from Great Yarmouth Borough Council and Norfolk County Council are working on the O+M campus project. This is a project that has been approved as part of the Town Deal Town Investment Plan and has all match funding confirmed. The costs for this project are estimated at a value of £18M which includes a healthy contingency. Part of the match funding package includes £6M from Government under the Getting Building Fund and an allocation provided from borrowing against Pot B projected income.
- 2.7 Careful analysis of the Pot B projected income undertaken by both the Borough Councils and County Councils S151 Officers (which is to be used on the basis to borrow the funds and pay back the borrowing once the business rates are returned to the Council) indicated that the 35% Pot B allocation was not sufficient to close the financial gap within the match funding package. As such, renegotiations have taken place to enable an increase of the Pot B income from 35% to 45% thereby projecting a sufficient return to enable the borrowing to take place.
- 2.8 As a result, the Pot allocations are now detailed within schedule 2 of the new Legal Agreement as:

Pot A1 – GYBC for any use – 20% for financial years 17/18 to 21/22 and then 16.9% for financial years 22/23 to 41/42

Pot A2 – NCC for any use – 5% for financial years 17/18 to 21/22 and then 4.2% for financial years 22/23 to 41/42

Pot B – GYBC for site development only – 35% for financial years 17/18 to 21/22 and then 45% for financial years 22/23 to 41/42

Pot C – New Anglia LEP for wider investment to deliver the Strategic Economic Plan – 40% for financial years 17/18 to 21/22 and then 33.9% for financial years 22/23 to 41/42

3 NEXT STEPS

- 3.1 Following a granular review of the Agreement, the aligned Memorandums of Understanding for each project and a renegotiation of the return of the business rates within the 'Pots', the Council is now in a position to agree to terminate the previous agreement and re-sign the new one. The two fundamental changes are that the Suffolk Authorities (Suffolk County and East Suffolk – previously Waveney District Council) have been removed as they will have their own new agreement, and the changes in future financial % allocations / returns in the pots (see section 2 above). This will be signed by the S151 Officer and then passed to the LEP to circulate to the remaining partners for counter signing. Once completed the Agreement will be sealed and stored in the usual way.

4 FINANCIAL IMPLICATIONS

- 4.1 As detailed in section 2, the Pot A-C returns have been revised to take into account a need to increase the income of the Pot B funds. Given the Return on Investment (ROI) of the O+M campus and the need for financial borrowing to see the project come to fruition a revised financial allocation of the Pots looks like the below:

Pot	Financial years 17/18 to 21/22	Financial years 22/23 to 41/42
Pot A1 – GYBC for any use	20%	16.9%
Pot A2 – NCC for any use	5%	4.2%
Pot B – GYBC for site development only	35%	45%
Pot C – New Anglia LEP for wider investment to deliver the Strategic Economic Plan	40%	33.9%

- 4.2 Finance officers overseeing the Pot B projects and MoU commitments have confirmed that should all the MoUs be delivered as planned, there will be no further surplus to commit any Pot B to any new projects without a provision of a commercial return. Or in other words, no new projects can be developed without a clear understanding of what Pot B will generate as a result.

5 LEGAL IMPLICATIONS

- 5.1 NPLaw have provided advice on the arrangements for severing the old Legal Agreement and the signing of the new one and as such have approved the wording of these and agree these are ready to be signed off. NPLaw have also been embedded throughout the development of the O+M campus project and have provided support for the financial agreements in terms of the ongoing borrowing / repayment terms for the project. The outcomes for this are linked to this paper, but do not form part of it.

6 RISK IMPLICATIONS

- 6.1 The greatest source of risk continues to be the potential for fluctuating income returned via the business rates under Pot B. Following substantial levels of forensic analysis of the various projects underway utilising Pot B projected income this risk is being carefully mitigated. In addition, the S151 officer oversees the financial elements of the large capital projects (such as the O+M campus and other port side developments) to ensure commitments are within the available Pot B threshold.
- 6.2 In addition to this, there will now be two separate Enterprise Zone Working Group meetings (One for Norfolk sites and one for Suffolk sites) that will oversee the delivery of the projects and has robust governance arrangements, ensuring that there is a checking off system of Enterprise Zone spend against the agreed commitments to prevent any over commitments. This will remain an open risk as any over commitments could mean the Council will be liable for any expenditure committed without a financial return. To mitigate this – the capital projects accountant plus other senior officers will sit on the new EZWG (Norfolk) overseeing spend and will escalate any matters to the S151 and monitoring officer via ELT.

7 SUMMARY

- 7.1 This report presents to Members of the Economic Development Committee an update on the Enterprise Zone Legal Agreement and recent increases in the economic return within Pot B.
- 7.2 This paper details the process taken in terms of the arrangements for the Enterprise Zone[s] covering the areas of Great Yarmouth and East Suffolk and the agreement to separate the two

areas so East Suffolk can have their own agreement as can Great Yarmouth Borough Council. This therefore means that each area can manage their own commercial interests and the LEP will have two separate arrangements – one covering the Great Yarmouth Enterprise Zone[s] and one covering the East Suffolk Enterprise Zone.

RECOMMENDATIONS

Members are asked to:

- 1) Review the paper and note the contents of the report.

Area for consideration	Comment
Monitoring Officer Consultation:	Consultation embedded as part of this paper and agrees with the final proposals
Section 151 Officer Consultation:	As part of ELT MoU review / sign off and throughout the management of the EZ with the finance team
Existing Council Policies:	Corporate Plan, Annual Action Plan, Economic Growth Strategy, Pathway to Recovery Plan
Financial Implications:	As outlined in the paper
Legal Implications (including human rights):	As outlined in the paper
Risk Implications:	As outlined in the paper
Equality Issues/EQIA:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A

URN:

Subject: UK City of Culture 2025 Bid

Report to: Economic Development Committee – 13th September 2021

Report by: Paula Boyce, Strategic Director
Michelle Burdett, Head of Inward Investment

SUBJECT MATTER

This Report presents the proposal by the two lead partners; East Suffolk Council and Great Yarmouth Borough Council in developing and submitting an application to the Department for Culture, Media and Sport (DCMS), to become the named place for the UK City of Culture 2025.

The report seeks approval to allocate a £40,000 budget from the longlisting stage of the competition and establish a governance structure to help shape the Bid further.

RECOMMENDATIONS

That Members:

- a) Consider, comment and approve the process to date in terms of the development of a UK City of Culture 2025 application and the formalisation of a governance structure as summarised in this report.
- b) Further to recommendation (a) approve the proposal for one elected Member to sit on the Shadow Board and to approve that member to be the Chair of Economic Development Committee.
- c) Approve the allocation of a £40,000 budget from the Special Projects Reserve at longlisting stage.
- d) Approve the proposal to establish a Community Interest Company with charitable trust status from April/May 2022 as a delivery body for the UK City of Culture 2025 programme.
- e) Recommend to Council via a future report the formation of said Trust subject to a successful outcome from the DCMS competition.

1. BACKGROUND

- 1.1. The Government, led by the Department for Culture, Media, and Sport (DCMS), introduced a UK City of Culture process after Liverpool was awarded the title of European Capital of Culture in 2008. Since then, every four years a new city or place is awarded with the title of UK City of Culture via a UK-wide competition inviting places to set out their vision for culture-led regeneration. Derry/Londonderry took the inaugural honour of becoming the first official UK City of Culture in 2013 which was transformative for them. Between 2011 and 2017 Derry's overnight occupancy increased by 7%. In 2017 the title went to Hull and in Hull's year as UK City of Culture, the place welcomed an estimated 1.3 million more visitors than in 2013. Analysis also suggests that Hull's turn in 2017 added £300m to the city's economy. Presently in 2021 the title sits with Coventry which is experiencing a considerable positive impact on its visitor economy.
- 1.2. Ultimately, culture is increasingly recognised as a driver of economic growth and a key part of the UK Government's Levelling-up agenda. Great Yarmouth has been successful in attracting Town Deal, Heritage Action Zone and Future High Streets Funding for regeneration the 'place' and central to the capital investments and re-purposing of historic buildings planned is culture. Similarly, across the county border in East Suffolk, Lowestoft was awarded Town Deal and HAZ funding for culture and heritage-driven investments.

2. UK CITY OF CULTURE BID & PROCESS

- 2.1. In response to DCMS's call for expression of interest to find the next UK City of Culture for 2025, Great Yarmouth Borough Council together with and East Suffolk Council submitted an expression of interest in July 2021 along with another nineteen places (20 Expression of Interests were submitted in total). The basis of the joint application is the shared opportunities and challenges which exist within the two Council areas, particularly the focus of both areas on pursuing ambitious cultural regeneration programmes to drive inclusive growth.
- 2.2. The towns of Great Yarmouth and Lowestoft have a shared heritage inextricably linked to the sea and both areas are now realising huge new opportunities through innovation in offshore energy. The UK City of Culture bid presents a natural progression from the Great Places scheme – '*Making Waves Together*' which was funded by the National Lottery Heritage Fund, Arts Council England, and Historic England which both Councils invested in and delivered.
- 2.3. The DCMS's competitive bidding process stages between July 2021 and May 2022 are summarised below:

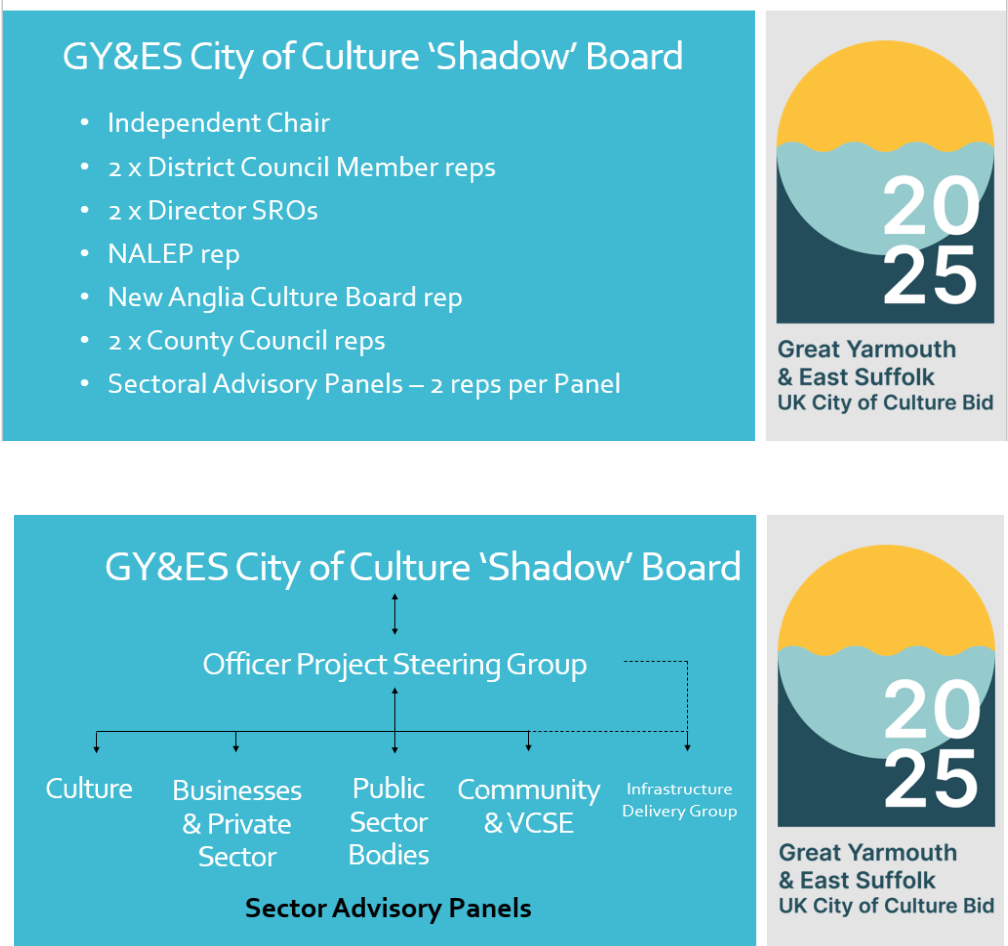
- | | |
|---|----------------------|
| • <i>Submission of Expression of Interest</i> | <i>19 July 2021</i> |
| • 6 Longlisted places announced | by 30 September 2021 |
| • Submission for full bid | 10 January 2022 |
| • 3 Shortlisted places announced | March 2022 |
| • Visits to the 3 Shortlisted places | March/April 2022 |
| • UK City of Culture 2025 awarded | May 2022 |

- 2.4. In July 2021 ahead of the Expression of Interest submission, the two councils facilitated separate and joint cultural discussions, as well as one-to-one interviews and workshops with over 50 key partner organisations to scope the outline content of the proposed bid. This research provided an incredible inventory of existing cultural activities that were already taking place and helped to identify further the opportunities that exist to support a UK City of Culture application. Officers also attended a 2-day briefing seminar hosted by Coventry City Council to hear what the process entailed from DCMS officials and its independent advisory panel and how Coventry as a place prepared in the run-up to and is benefitting from the experience.
- 2.5. The content of the application for UK City of Culture and the type of cultural programming the place would deliver in its year of culture is informed by our wide range of key cultural, health, business leaders and community partners coming together to shape a programme of activities and investments that will provide a positive legacy of opportunity for our residents. We are clear that our people and their stories must be at the heart of our application. Appendix 1 sets out the beginnings of our narrative, the shape & content within five themes within our application.
- 2.6 To help shape the application the Councils have reached-out to their respective cultural and community partners. The borough's Culture and Tourism Board are involved together with East Suffolk's Cultural Leadership Group and additionally both place's Town Deal Boards. All partners are fully supportive of the ambition to bid and are excited by the proposition. At the Expression of Interest stage this was evidenced by over 120 separate letters of support from across the region.

3. LOCAL GOVERNANCE ARRANGEMENTS

- 3.1. To prepare the Expression of Interest the two councils have initially established a UK City of Culture Project Steering Group made-up of officers led by the two Senior Responsible Officers (SROs) both Strategic Directors and technical officers including economic growth, regeneration, heritage, culture, design, marketing & communications. Both Norfolk and Suffolk County Council are also represented through their senior culture officers. The Steering Group is supported by DCA Associates which has a wealth of experience in City of Culture bidding rounds.
- 3.2. The basis of the partnership including 50:50 cost sharing is set-out in a Memorandum of Understanding (MoU) and runs up to April/May 2022 (Appendix 2). Thereafter Members may wish to support the formation a Community Interest Company/Charitable Trust with key representation from all four councils and their key partner organisations. Whilst the Trust Board would be independent and act under an agreed delegation agreed by each council, it will be important for councillors to be represented on this Board. The independence of such a Trust provides the right inclusive partnership conditions to secure external funding for the build-up to and the running of the cultural programming year.
- 3.3 Going forward, assuming Great Yarmouth & East Suffolk makes the longlist, it is imperative that the full application between September '21 and January 2022 is developed 'bottom up' with as many culture, tourism, arts, heritage, health, community & business stakeholders as possible.
- 3.4 Given the volume of partners likely to be involved, it is proposed that four 'Sector Advisory Panels' with geographic balance are formed and represented on a 'Shadow' Great Yarmouth &

East Suffolk City of Culture Board chaired by an unremunerated independent chairperson from the cultural sector. It is suggested that one Borough Council and one District Council member sit on the Shadow Board along with representatives from each of the Advisory Panels. As such, in line with the proposal from East Suffolk Council, it is recommended that the Chair of Economic Development is proposed to be the Great Yarmouth Member representation with the equivalent representation coming from East Suffolk.



3.5 The four advisory groups proposed are shown in the table above: art & cultural organisations, public sector bodies, business/private sector partners and the VCSE/community organisations. The remit of ‘infrastructure delivery group’ will be to plan investment, logistics and operational delivery of performance spaces, venues, and transport including close liaison with each of Great Yarmouth & East Suffolk’s Event Safety Advisory Groups (E-SAG) in the planning and preparatory stages running up to 2025.

4. UPDATE ON CULTURAL PROGRAMMING

4.1 What is clear is that across the two geographic council areas there is an abundance of talented creatives and existing culture-based projects underway that have huge potential to showcase the area and the heritage of our people and our places. Partner organisations across the two council areas are delivering a wealth of cultural programming and public and events.

4.2 For cultural programming, infrastructure, skills & training and public event activities within the borough of Great Yarmouth, members adopted the Culture, Heritage & Tourism Strategy (July 2020) and its ambitious delivery plan now drives investment and collaboration with partners' projects. Members of this Committee will be receiving an update on the Strategy and its Delivery Plan in the autumn 2021.

4.3 In advance of that, the summary information below exemplifies some of the cultural activities that are taking/have taken place to date:

- **Entertainment** – to support the Pathway to Recovery from the COVID-19 pandemic, the council is providing weekly cultural animations and entertainment around the borough's tourism areas funded by the ERDF's Welcome Back Fund though to March 2022. For example, a programme of walk-about characters and local musicians have featured as street entertainment. The Council has programmed musical accompaniments in the marketplace on market days which has created a buzzing atmosphere. Other locations of pop-up entertainment has included Anchor Gardens, The Jetty, Pleasure Beach Gardens, and the bandstand at Gorleston.
- **Pop up Markets** - specifically for arts and crafts have been provided in Gorleston around the Bandstand and have been well supported. Mostly from people that have found a hobby or a new skill during the pandemic lockdown period; some of which have now set-up small micro businesses as a result.
- **Banksy Street Art** - most notably the extremely well known and high-profile artist Banksy visited the Norfolk coast in July 2021, putting in place ten street artworks in Great Yarmouth, Lowestoft, and Cromer. The installations have drawn national and international interest. Banksy's curated 3-minute video entitled the '[*A Great British Spraycation*](#)' has been seen across the world by over 7 million people and has attracted over 27,000 positive comments on social media.

Given the profile of the artist, the quality of the pieces, and the reach the work has had, the Council has and will continue to encourage people to visit the area to celebrate the work and enjoy the rest of the cultural activities featured across the Great Yarmouth Borough and East Suffolk areas. In addition to facilitate and showcase other local street artists operating in the borough, the Council is exploring a project of commissioned local street art in conjunction with the Yare Gallery.

- **Out There Festival** – this weekend (17 to 19 September 2021) marks the start of the annual [Out There Festival](#), an international festival of circus and street art whose cultural programming is managed and delivered by Out There Arts. Over the years Out There has established an international reputation for its exceptional, innovative and diverse programme regularly attracting more than 60,000 people to Great Yarmouth each year. It includes breath-taking spectacles and quirky comedy combined in a festival woven with quality performances, and a family-friendly atmosphere. Aligned with the Out There Festival, Out There Arts also deliver a broad range of work spanning many disciplines and mediums including the visual arts, dance, music, poetry and collaborate with artists and creatives across the borough, UK and internationally. They are based at the Drill House which is also known as a national creation centre, dedicated to the development of circus and outdoor arts.

- **Fire on Water** – is a new cultural activity (21st October to 6th November 2021) in the form of an outdoor experiential walking trail around a route within The Waterways on Great Yarmouth sea front. Fire on Water is a new, and hoped to be annual, event for all ages and is fully accessible. It has been funded from Council's Town Deal recovery funding and is designed to encourage greater footfall and visitors outside the traditional tourism season. Following a procurement process the Council commissioned Out There Arts to curate and deliver this 15-day pyrotechnic trail.
- **Theatre & Performance Venue Activities** – both St. George's Theatre and the Gorleston Pavilion have been working tirelessly behind the scenes during the pandemic to ensure that their respective programming and cultural activities can bounce-back. In May 2021, St. George's Theatre re-opened its doors and hosted a sell-out show called Captain Calamity followed by two in-house shows, *Ghosted* and *Two*. The Theatre is also showcasing local talent and touring productions including the *Museum of Human Kindness* in the Stage Door Café, *Macbeth* by tour cycling company *the Handlebards* and a live music busking festival each Saturday outside on the plaza.

Gorleston Pavilion re-opened in July 2021 which coincided with its 120th birthday. Whilst the pandemic made things difficult for the theatre, the Trust is planning to celebrate in style later this year with a special fundraising gala performance. The theatre is currently taking part in the Heritage Open Day guided tour events.

The Hippodrome has also weathered the storm of the pandemic and is currently running its ever-popular *Summer Spectacular* (7th July to 19th September 2021) and *Halloween Spooktacular* (22nd – 31st October).

- **Gallery Space** – in addition to Original Projects' pop-up community arts space known as PrimeYarc located in Market Gates, chosen to display the National Gallery's newest touring exhibition, *Jan van Huysum Visits* in June 2021, and the Skippings Fine Art Gallery on King's Street, in May 2021 the Great Yarmouth Preservation Trust opened the doors on a new and prestigious gallery space. The Yare Gallery is housed in a Grade II listed 17th-century merchant's house at the heart of Great Yarmouth's historic South Quay which enjoys expansive views across the River Yare. Exhibitions are hosted across three floors, flooded with natural light from Norfolk's big skies attracting a range of national and local professional artists.

5. FINANCIAL IMPLICATIONS

- 5.1. The bid development cost and officer time to date has been funded from existing budgets by both authorities with a 50:50% cost share between East Suffolk Council and Great Yarmouth Borough Council for advisor time and marketing collateral.
- 5.2. Assuming Great Yarmouth & East Suffolk is successfully longlisted later this month, an additional partnership budget of £200,000 is estimated to be required to ensure the high volume of partner engagement can be adequately supported and business planning can take place. The DCMS has indicated it will provide a grant of £40,000 to the six longlisted places. Great Yarmouth Borough Council is being asked to contribute £40,000 which can be funded from special projects reserves. The indicative outline budget is summarised below:

Great Yarmouth & East Suffolk City of Culture 2025 - Project Budget	
<i>Proposed Income</i>	
DCMS Grant	£40,000
Great Yarmouth Borough Council contribution	£40,000
East Suffolk District Council contribution	£40,000
Other external partner contributions including NALEP & County Councils (tbc)	£80,000
	£200,000
<i>Proposed Expenditure</i>	
Exec. Director support	£30,000
Artistic Director role	£40,000
Commissioning budget	£15,000
Marketing & communications	£15,000
Project administration	£10,000
Advisor/Partner roles	£25,000
Commissioned research	£5,000
Fundraising Strategy	£12,500
Local grants to commission community & arts groups to develop ideas	£20,000
Contingency	£27,500
Estimated Total =	£200,000

- 5.3 In terms of UK City of Culture 2025 programme, the outline budget at this stage totals £36 million over six years including in the region of £13.6 million set aside for cultural events in 2025 ranging from major highlight events to extensive resources for community activity. Infrastructure investments already committed for the geographic area in-scope total at least £300m. Across the programme year including the 2022-2025 run-up preparations and 2026 and beyond afterglow, an estimated economic impact of over £140 million is predicted.

6. RISK IMPLICATIONS

- 6.1. At this stage the two greatest risk areas include reputational risk and abortive costs. It is universally acknowledged by those who have previously applied to become UK City of Culture and those successful (namely Coventry) that the process has considerable benefits that outweigh any long-term reputational damage. Indeed, the partnership between the two councils even at this early stage has been excellent, with positive dynamic discussions and great collaborative consultation. Should the bid be unsuccessful for 2025, a further application can be made for a future submission in 2029 and beyond.

7. LEGAL IMPLICATIONS

- 7.1. NP Law has been engaged throughout the process and advised on the recently agreed and signed MoU (Appendix 2). NPLaw have also been appraised of what is required following longlisting stage to develop the proposals. Costs for the formation of the CIC/Charitable Trust are included in the project budget and would be enacted via a recommendation from this Committee to Council. Members will be kept appraised of this in the interim.

8. CONCLUSION

- 8.1. This report presents an overview of the progress and thinking by the two lead partners; Great Yarmouth Borough Council and East Suffolk Council to develop and submit an Expression of Interest to the Department for Culture, Media and Sport (DCMS), for the UK City of Culture 2025 and successfully deliver UK City of Culture programming.
- 8.2. Within the geographic area there is a broader and deeper cultural offer linked to the high quality natural and built environments, world class performance arts and globally recognised innovation and technology. The bid presents a compelling proposition to deliver an ambitious and unique UK City of Culture programme that will directly address the levelling up agenda, innovation, and inclusivity.

Area for consideration	Comment
Monitoring Officer Consultation:	Legal advice provided throughout the development of the supporting governance documentation. Monitoring officer consultation provided throughout the process and is embedded within the paper.
Section 151 Officer Consultation:	Via ELT process
Existing Council Policies:	Corporate Plan and Annual Action Plan Great Yarmouth Economic Growth Strategy Culture, Heritage and Tourism Strategy
Financial Implications (including VAT and tax):	As outlined in the Report
Legal Implications (including human rights):	As outlined in the report and advised by NPLaw
Risk Implications:	As identified in report
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A

Background papers

Appendix 1 – CofC summary of Vision

Appendix 2 - MoU



VISION

1. Introduction

Our Bid extends across East Suffolk and Great Yarmouth Council areas - 70 miles of spectacular coastline connected by ancient waterways to inland landscapes of haunting beauty, ecologically rich and diverse with the largest areas reserved for wildlife in the UK.

As Dr Kathryn Ferry said “Over generations we’ve turned being by the sea into a cultural experience. This coast has all the archetypes of the great English seaside. From beach huts and wild landscapes of Suffolk and Norfolk coasts to seafront splendours of Great Yarmouth, it promises something for all ages and tastes”.

Our bid focuses on our two great seaside towns, Great Yarmouth and Lowestoft and hinterlands. The area has a long heritage, millennia of connections with the sea and the world beyond - and proud identities as exemplars of the great British seaside – thriving destinations and diverse, innovative, modern places.

We offer a range and breadth of amazing places and attractions for all interests, the capacity to meet the dreams of many millions of new visitors and an unrivalled opportunity to connect our own communities, cultural organisations and businesses like never before.

Both towns are renewing themselves and their place in the world – in the renewable energy industry and as places of fertile creativity and cultural distinctiveness.

Both Councils are committed to unprecedented investment in our infrastructure and cultural sectors. The Government has awarded a total of more than £63m across the two areas by Towns Fund, Heritage Action Zones and Future High Streets funding alone.

We start from our strength in staging large scale cultural events, and welcoming visitors. Our major events and festivals, organised by our award-winning cultural organisations the First Light Festival and Out There Arts, inspire and entertain tens of thousands of people; our visitor economy welcomes more than 20 million visits a year – and more than 7 million staying nights.

Beyond the towns, we offer rich heritage and culture – natural and man-made; the Broads National Park and AONBs, but also great resources for STEAM business and innovation, for instance, BT’s global R&D HQ Adastral Park, home to digital start-ups and breakthroughs such as in optical fibre.

With our Bid area less than 90 minutes from London, our renewed train network (with its operator supporting our Bid) and with good access to a range of airports and sea routes, we are ready to attract millions of new people to explore and appreciate our culture in 2025.

2. Who is involved?

Great Yarmouth borough Council, East Suffolk Council, together with Norfolk County Council and Suffolk County Council are leading the Bid. Our stakeholder map spans 180

organisations already involved – and the range and depth of support can be seen in our letters of support for partner and supporting organisations across the business, community and voluntary sectors, our health sector, police, academia, transport sector and arts, culture and heritage sector.

We have enthusiastic support of New Anglia LEP, both County Councils, Suffolk & Norfolk Chambers of Commerce, Norfolk Community Foundation, Suffolk Community Action, our four MPs, Universities of East Anglia and Suffolk and many others. Key partners will range across our artists and cultural organisations and partners in environment, education, research, business and health and disability sectors.

Our Arts Council England NPOs; Preservation Trust and Heritage Action Zones; Creative People and Places (Freshly Greated); Cultural Education Partnerships (Lowestoft Rising and Enjoy); Norfolk Museums Service and libraries will be at the heart of the bid.

We've engaged with the Broads Authority and the Wildlife Trusts, who have extensive reserves, access, engagement, and education programmes in our area and with our own marine partners at the Centre for Environment, Fisheries and Aquaculture Science in Lowestoft.

A detailed Framework of Intent with UEA defines a key role, running major longitudinal programmes of evaluation, leading innovation and research programmes and joining with UK and international researchers and universities to explore ideas and challenges.

Some of our most enthusiastic development partners have been our health providers and community wellbeing organisations, including in public health, Norfolk and Waveney Clinical Commissioning Group and James Paget Hospitals. Third sector partners at the forefront of delivering wellbeing, economic and health outcome change in our communities, such as Access Community Trust, have been centrally involved.

We're planning with our partners in Highways, the Police, our rail operator and public transport colleagues, organisations such as RNLI who provide beach safety, colleagues in coastal protection, how we will move very large numbers of people into and around the area and plan major events, public safety and access.

3. Diversity of leadership, governance, and partnerships

Locally, we have diverse communities in which people from many backgrounds have come to live and work, with significant Romanian, Slovakian, Lithuanian, Polish, Bulgarian and historic Greek Cypriots and Portuguese communities.

We also have significantly larger than national average numbers of people with disabilities or life-limiting conditions, and disparities of wealth and life chances.

Our City of Culture will set out to involve and give voice to people from all our communities, and from all backgrounds, and where people from identified groups are under-represented we will take action to increase their stake and involvement.

UK City of Culture gives us a unique opportunity to work with artists and participants, and to reach audiences, from all backgrounds, ensuring the full representation of all identities and voices in all our programmes, and all our audiences.

4. Why is UK City of Culture important to us?

We have a unique place and culture to share with the people of the UK and far beyond, at the same time the UK City of Culture can transform the lives of our communities, addressing decades of disadvantage, with a legacy for the years ahead.

Increasingly, we are at the heart of national life. Our innovation in renewable energy is driving the national campaign for a sustainable future, our seas are once again busy with sustainable shipping and researched as solutions to ecological and sustainability challenges.

This innovation is fitting for the place where the sun rises first every morning on the UK, but it is also rooted in the heritage and identity of our place and people.

These are ancient communities – the first place that humans crossed Doggerland to set foot on what is now Britain - and centuries of living on sea and land, fishing, trading with the world, and then welcoming the world to enjoy our place, has fitted us for what is to come.

We have made huge strides in recent years, celebrating and sharing our vibrant cultures, but we have much more to do. City of Culture offers the chance to share all that our brilliant cultural organisations have achieved, and their visions and dreams, with everyone around the UK – and to secure the investment and momentum to continue our journey.

Our coast is much loved and visited - Great Yarmouth and East Suffolk welcome more than 20 million visits a year – attracted by our natural heritage, our culture, our sense of fun and our people. UK City of Culture will be a big but natural step in the development of this fantastic offer, building on the ground-breaking events and festivals of the last few years and planning many more and new events with partners locally, across the UK and internationally so that 2025 will be a celebration of our coast and of many other cultures across the world.

We have world class work in hand - from Great Yarmouth's spectacular Winter Gardens and its renewal in time for the celebrations (awarded £10m of Heritage Horizons funding by Heritage Fund), and Ice House Circus School development, to our National Trust partners at Sutton Hoo. Generations of artists have made their way here to live and work, UK City of Culture will renew and diversify this creativity for generations to come.

Ours will be a celebration at once rooted in our communities and heritage and reaching out to the world; fundamentally of its place and time, reflecting the cultures of the world with which we traded, those who came and continue to come here to make their lives - and timeless – stretching back into our history and surging forward to our sustainable future.

And that future is key to our vision – a legacy for our communities, for our young people in which opportunity is levelled up, talent nurtured and retained, health and life inequality ended through opportunity and activity; our diverse communities fulfilled and enriched, their culture squarely on the world stage.

5. Key Themes of our UK City of Culture 2025 Programme

We've just started this journey and themes should not be straitjackets - they should intrigue, entice, stimulate, and enable everyone to find a point of embarkation...

The irresistible pull...

The UK was formed by the sea – more so here than anywhere. It made us, connected us, carried our influence around the world. It brought, and brings, people, cultures, ideas and energies to this most innovative, bold and welcoming place. It brings challenges of coastal change. And it is the focus of our next reinvention, the UK's leader in clean energy. ***The sea: awe-inspiring, changeable - a uniting energy!***

The silver darlings...

So many of our stories are of migration: silver herring, people, birds... Great Yarmouth & Lowestoft were built on migrations of herring, and of **people**: the Scottish herring girls; the first humans crossing Doggerland; communities welcomed from all over the world, links with partners across the North Sea and beyond. These traces, **migrations and connections** resonate through our programmes as they do in the migrations of the sea and the birds across our reserves and landscapes.

The blue space...

We keep coming back to water and wellness. And the connections we make between them. Celebrations on water – at sea, in historic ports and tributaries that carried our forebears inland – to places like Sutton Hoo. Our Waterways longer than Venice or Amsterdam. Flotillas, regattas, community/artist boatbuilding; the sunrise before anywhere else in England; festivals of fire and light writ large.

But also, **the healing power of water and the capacity of our landscapes for quiet, reflection, recovery**. With our health partners we will focus on wellbeing and mental health - of our communities, our young people and volunteers, our artists, and visitors – the power of Blue Space.

The landscape that ate my heart...

The great beaches and inspirational landscapes of the UK will be the great glories of 2025 – our sweeping coastline, land and water, our wildlife, new opportunities to experience nature and culture as one. With Broads National Park, Suffolk Wildlife Trust and others, we will explore this landscape, unspoilt, rewilded, in a physically present and digitally resonant way, to be the galleries and halls for the work of contemporary artists, writers, composers, musicians, performers - haunting, playful, compelling. **A landscape of immediacy and a landscape of mind**.

listen to your heart and celebrate...

Our towns are some of the great places of **entertainment of the UK**. Our beaches great playgrounds, the splendours of the Great British Seaside. Great Yarmouth the home of circus and Lowestoft the spectacular celebration of First Light. Our programme will be a celebration and a release for all of the UK – of music, street performance, comedy, theatre – and our beaches will see events like no other in the UK for scale, audacity, and brilliance. Fitting the coast generating the UK's future energy!

6. Embedding environmental sustainability

Great Yarmouth & East Suffolk have a unique position in this debate – we have a highly sensitive coastal environment, our coast, landscape, and main towns are particularly vulnerable to the cumulative effects of climate change - at risk from sea level rise and extreme weather, with great areas inland of delicate ecosystems of wetland, marsh and the most important breeding habitats for many species of invertebrate, bird, fish and animal.

In recognising the need to respond to these challenges – including decarbonisation of our economies and the requirement for physical adaptation - local carbon emissions have fallen, but much remains to be done. At the same time, our coastline is at the centre of the world's largest market for offshore wind, the staging of wind turbines forms a very visible part of our skylines and the sector has a key role in our evolving economy and the livelihoods of our

residents, with the potential to create real opportunities for local communities, address structural inequalities and meet societal expectations and ambitions around resource depletion, environmental quality, and climate change.

Our City of Culture programme will rise to these challenges and opportunities – with a practical focus. Wherever possible events will be planned to be net zero carbon and with managed environmental impacts. Special arrangements for waste management and remediation will be in place across the programme and we will identify and empower sustainability champions among our governance, staff, volunteers, artists/partners and communities who we will brief, support and enable to call the programme to account.

Risks and impacts will be mitigated through sustainable event planning, in which strategy is tested against a Sustainability Assessment System and appraised by our sustainability partners UEA (and their world-renowned Tyndall Centre for Climate Change Research) and Cambridge Institute of Sustainability Leadership so that our programme is a test and an exemplar for new approaches and the decarbonisation of the cultural sector.

We will focus not only on energy, but also on an end-to-end analysis of the environmental lifecycle of our events – travel to site of artists, kit and audiences, energy consumption, site impacts, audience wellbeing, air quality impact, light and impact on our dark skies, waste, recycling and reuse, remediation of event venues, behaviour change, sustainability legacy.

7. Investment Plan

We have developed a comprehensive financial analysis which shows the cost of delivery to be in the region of £36m over six years. Infrastructure investments already committed for the geographic area in-scope total at least £300m and will be significantly higher by 2025. Our outline programme will see investment of £13.6m ranging from major highlight events to extensive resources for community activity. The programme itself will feature our range of venues, promoters and festival organisers - aligning their year-round programmes with our UK City of Culture 2025 Programme.

8. Impact

Residents and communities are at the heart of our ambitions to realise a vibrant and inclusive coastal economy and our years as the holder of the UK City of Culture designation, our programmes and our planning and evaluation will mark a step change in our benefits for those communities.

Over recent years, and despite our huge progress, Great Yarmouth and Lowestoft share a number of complex, interrelated challenges with other seaside towns – connectivity/isolation, the quality of housing stock, population seasonality, transience and demographics, health/wellbeing outcomes and the availability/accessibility of funding, reflect in a persistent legacy of deprivation, depressed wages, land values and restricted social mobility, which exacerbates structural inequalities.

Skills, qualifications, aspirations, intergenerational life choices and a traditional reliance on certain forms of employment or specific industries are a limiting factor in residents' wealth and employment opportunities. Both the labour market and demand for public/health services are distorted by demographics - our age distribution is skewed towards older, less economically active individuals. GVA per head has failed to keep pace with other similar areas. This is the challenge which we aim to address in all our regeneration investments and strategy, but in which we aim to achieve a step-change by being UK City of Culture 2025.

The challenges our communities face are multiple and reinforce one another. Residents tend to work longer hours and earn less and are frequently employed on a casual/seasonal basis in lower-skilled positions.

If local people of all ages and backgrounds are to benefit from new opportunities and wider economic recovery, they need to be able to access the right jobs at the right level. If our place can successfully enhance its 'offer' to better meet the expectations of growth industries' employees in terms of culture, heritage and artistic provision, there is significant potential to attract and retain human capital and further investment – enabling a range of wider ambitions in relation, for example, to the high-growth clean energy sector.

Heritage, arts and culture is, therefore, an engine of local opportunity; capacity building in our key creative clusters will confer transferable, portable skills and create real opportunities for residents, bring new creatives and employers to be role models for our young people – and sustain the 'lifestyle' buzz so intrinsic to local distinctiveness and sense-of-place, attracting and retaining visitors and driving consumer footfall.

Culture is absolutely intrinsic to both sense-of-place, the vitality of the wider economy, further transformational renewal and the massive physical and social regeneration interventions already underway.

By 2025 and more especially, by the end of 2028, we will have taken a step change – for our creatives and our cultural sector, in the value to our wider economy and in pride, confidence and appreciation of the huge strengths we have as a place – a step change of real immediate benefit to people's lives, irreversible and sustainable, as we take our place as one of the UK's exemplars of the way we can level up our societies through partnership, patience, long term investment and care, but also by the step change that a celebration such as City of Culture can achieve.

9. Legacy

It is central to our thinking that UK City of Culture should be about both the year itself but also be profoundly transformational for our culture, our economy, our communities and our environment – and for our region generally – for many years thereafter.

We are committed to an engaged and co-designed process with our communities as we develop our bid, through which we will enable and empower them to identify the legacy they most need and want to see from their City of Culture – but even at this stage, we can see from our conversations with our communities and cultural partners the aspirations and ambitions that are coming to life through the City of Culture process.

Our cultural sector identifies a legacy that takes growth and confidence into the decades beyond 2025. Our cultural organisations want to be better recognised and celebrated locally, nationally and internationally, to have better resources to make great work, with resilience and the ability to plan long-term. There should be new opportunities for our own talented creatives to stay and work here successfully, and particularly for our creative young people, but there is also an ambition that we should welcome many new creative businesses to come and be based here, or just to make work here, including in filming and multi-media production to strengthen the supply chain for local creative business.

Our venues and event promoters see a legacy of raised profile, improved infrastructure, market intelligence and position, combatting seasonality and increasing production capacity and audiences.

Our communities and residents demand sustained improvements in their lives – and there is excitement about a legacy of 2025 that touches the challenges we face – improving prosperity, creating new quality jobs, building confidence, resilience and health through engagement and improving our people's wellbeing. Through more people taking part, more

people exploring creativity and connecting with others from all backgrounds in their community, momentum will be achieved to sustain the change in all the years that follow.

We see a legacy for our environment – investment in and celebration of our journey to decarbonisation and sustainability, closer partnerships with our renewable energy sector to drive benefits to local organisations and people, increased sustainable tourism including to support the economic resilience of our environmental management organisations and profound potential to change behaviours among both residents and visitors.

We plan a legacy in which our towns are reimagined, better known, better understood and appreciated at home and beyond – preconceptions addressed and with a new pride and confidence in our future and that of our people; and we are focusing on that legacy from the very start of our bid process, through our theory of change, our engaged development process and delivery structure and through our commitment to long term resourcing and leadership beyond 2025.

10. Contact Us

Support the Great Yarmouth & East Suffolk UK City of Culture 2025 Bid on your social media platforms and website, in your communication bulletins and with your friends and contacts #CityofCulture2025

Get ready to participate when the real work starts – once we get shortlisted in September 2021!

To be kept up to date, take part in workshops and further discussions to shape our Bid please email GY&ESCityofCulture@great-yarmouth.gov.uk

DATED

17th August

2021

GREAT YARMOUTH BOROUGH COUNCIL (“GYBC”)

AND

EAST SUFFOLK COUNCIL (“ESC”)

MEMORANDUM OF UNDERSTANDING

**REGARDING AN ENTRY TO THE COMPETITION TO BECOME UK CITY OF
CULTURE 2025**

nplaw

Norfolk County Council

County Hall

Martineau Lane

Norwich

NR1 2DH

This MEMORANDUM OF UNDERSTANDING is dated 17th day of August 2021

Recitals

This memorandum of understanding (MoU) sets out the principal terms and conditions on and subject to which Great Yarmouth Borough Council ("GYBC") and East Suffolk Council ("ESC") are willing to enter into subject to the agreement and signing by the Parties of a detailed legally binding agreement (Formal Agreement).

This MoU is not exhaustive and is not intended to be legally binding between the Parties except where specifically stated.

1. The Parties are Great Yarmouth Borough Council ("GYBC") and East Suffolk Council ("ESC") who will take this Project forward.
2. The Parties are collaborating with a view to developing an application to the Department for Culture, Media & Sport (DCMS), which includes submission of an Expression of Interest (EOI), in respect of achieving UK City of Culture 2025 status ("the Project").
3. The Project is intended to enable a successful bid for UK City of Culture 2025 status which is a 2-stage process commencing with an EOI to be submitted by 23.59hrs on 19 July 2021 to DCMS. The Parties will be informed of its success at the EOI stage during September 2021.
4. If successful, the Parties will enter the DCMS' long list of places and have until January 2022 (date tbc) to make its full submission.
5. In the summer of 2022, the Parties will be informed if they have achieved UK City of Culture 2025 status and if so, the Parties will then engage in detailed planning and sign a Formal Agreement with DCMS.
6. GYBC and ESC will participate in the Project in order to promote their bid for UK City of Culture 2025.
7. The Parties will collaborate to ensure that the Project is discharged in accordance with the constitution, standing orders and any other internal regulations of both authorities and the requirements of its auditors.
8. GYBC and ESC agree to split the cost of applying for UK City of Culture 2025 status 50:50. GYBC will be the accountable body, leading the bid submission and procuring the services of consultant/advisor personnel as part of the bid team subject to joint agreement by both Parties. GYBC will then charge back to ESC their 50% share of all costs relating to both stages of the DCMS submission process.
9. Should the stage 2 submission be successful, the Parties' intention is to form a community interest company with charitable trust status to oversee, manage and operate the Parties' participation in the UK City of Culture 2025. Such a CIC/Trust will employ its own staff and business support including financial administrative systems for the grant funds. Representation on said body will be split 50:50 between the

Parties and its lead partner agencies.

10. The Parties acknowledge that the likely viability, certainty and delivery programme for the Project is subject to several factors not all yet determined including governance of this Project.
11. The Parties agree to share equally between them any costs and expenses arising in respect of the Project.
12. The Parties are entering into this Memorandum of Understanding ("MoU") in order to:
 - ensure effective collaboration in the development of the Project.
 - provide open non-confidential information sharing between the Parties.
 - optimise planning and delivery timescales of this Project.
 - minimise all Parties' losses in the event that one or more Parties decide not to proceed with the Project.
13. The Parties do not intend this MoU to be legally binding.

The Project

14. The Parties are currently proceeding on the basis of contributing up to £5,000 each to support the submission of an EOI on 19 July 2021 and run a joint communications and engagement campaign between July and September 2021 in respect of building visibility and support for UK City of Culture 2025 status. The Project is subject to refinement and detailed changes as may be agreed during development of the Project, should the Parties be successful in their EOI.
15. The bidding cost of the Project has been provisionally estimated at £120,000, if the Parties are successful in their EOI application. It is understood that £40,000 will be provided to the Parties by DCMS in order to allow the Parties to prepare and submit a final bid which will be set out in detail in a Formal Agreement to this MOU. Both Parties will additionally contribute £40,000 to bid development. This cost estimate is based on outline information and is subject to adjustment during Project development.
16. The Parties agree that the Senior Responsible Officers within the Parties organisations are Paula Boyce (GYBC) and Andrew Jarvis (ESC).
17. All expenditure will be approved by the Project Steering Group in advance of costs being occurred.

Project Steering Group

18. To oversee and lead this Project, the Parties agree to form an officer steering group made up of key officer representatives from each Party supplemented from time-time with support officers and specialist consultant personnel. Officer time will be provided in-kind in respect of the Project and time spent on work agreed at the Project Steering

Group. Terms of Reference for the Officer Steering Group are provided in Appendix 1 and form part of this Memorandum of Understanding.

Programme Phase 1

19. The Parties are in agreement that all costs within stage 1; namely the EOI will be shared on a 50:50 basis.

Programme Phase 2

20. The Parties are in agreement that all costs within stage 2; namely from long listing to full bid submission, will be shared on a 50:50 basis.
21. The Project Steering Group will develop and agree the bid development budget with the SROs ensuring funding and the budget is signed-off by both Parties.

Notice to withdraw

22. Either Party may signify its intention to withdraw from the bidding process to the other Party and thereby terminate this MOU in writing giving 4 weeks' notice. At the point of withdrawal expenditure incurred will be settled in accordance with this MOU.

Confidentiality

23. This paragraph is legally binding. Each Party undertakes that it shall not at any time after the date of this MoU disclose to any person any confidential information concerning the affairs of the other Party, this Project, clients or suppliers to which the other party belongs, except as permitted by clause 24.
24. Each Party may disclose the other Party's confidential information:
- (a) to its employees, officers, representatives or advisers who need to know such information for the purposes of the evaluation of the Project and the negotiation of the Formal Agreement. Each party shall ensure that its employees, officers, representatives or advisers to whom it discloses the other Party's confidential information comply with this clause 24; and
 - (b) as may be required by law, a court of competent jurisdiction or any governmental or regulatory authority.
25. No party shall use the other party's confidential information for any purpose other than the evaluation of the Project, performance of the Project and the negotiation of the Formal Agreement.

Governing Law and Jurisdiction

26. This paragraph is legally binding. This MoU shall be governed by and construed in accordance with English law and, each party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

URN:

Subject: Offshore Wind Competitiveness Project: **GENERATE Marketing Strategy and Branding Update**

Report to: Executive Leadership Team, 8 August 2021
Economic Growth Committee, 13 September 2021

Report by: Sara Rushworth, Renewables Marketing Manager

SUBJECT MATTER / RECOMMENDATIONS

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

Members are asked to:

- 1) Review and comment upon and support the proposed marketing strategy, framework and supporting activity to launch and embed the new brand into the wider energy sector and;**
- 2) Endorse the launch of the strategy allowing officers to begin to focus on individual energy projects.**

1. SECTOR CONTEXT

- 1.1** The offshore energy sector provides Great Yarmouth and Norfolk with arguably the single most important economic opportunity for a generation.
- 1.2** The Council, along with key partners, is prioritising support to the sector and the supply chain. This includes: investment in the Ports; the growth and expansion of South Denes; the development of the Operations and Maintenance (O&M) subsector; delivery of a comprehensive programme of support to the supply chain; delivering the Sector Skills Plan to realise forecasted 600% growth in high-value employment (6,150 FTEs); meet the projected operations and maintenance opportunity worth £1.3bn per annum by 2025 in the East of England.
- 1.3** As reported at the Economic Development Committee meeting in February and again in June, this project seeks to capitalise on the sectoral opportunity by supporting the development and promotion of ambitious projects to attract and capture new businesses to serve the offshore energy market. At the February meeting, Members fully endorsed the brand and the direction of travel for the attendant marketing/promotion. At the June meeting, Members endorsed the launch of the brand with a request to review the marketing strategy before its final adoption (to which this paper pertains).

2 BACKGROUND TO THE PROJECT

- 2.1 The Norfolk & Suffolk Offshore Wind Competitive Positioning Programme was originally conceived, jointly, by GYBC and Norfolk County Council to establish and provide resources for the development and deployment of a coherent, co-ordinated and collectively-owned brand/offer/identity to consolidate the Great Yarmouth and Lowestoft's position as a world leader in offshore wind, maximising their visibility to Government/investors and enabling them to compete effectively with established locations, such as the Humber, through its hugely-successful Aura campaign.
- 2.2 A successful application was submitted to the New Anglia Innovative Projects call in December 2018, providing funding until September 2021 through its Enterprise Zone Pot C allocation – retained business rates. The project is managed and delivered by the GYBC-employed Offshore Energy Marketing Manager, Sara Rushworth, whose role has encompassed realising the core objective of developing and securing stakeholder buy-in for the new brand – including the All Energy Industry Council – and developing the accompanying marketing strategy, prospectus and supporting collateral.
- 2.3 The project aligns with strategic themes within Corporate Plan priorities, as set out below:
- actively work with businesses to ensure that **supply chain opportunities are maximised**, and Great Yarmouth has strengthened its status as a hub for expertise in clean energy and decommissioning
 - **attract new investment into the borough through the promotion** of the port, expertise, and land availability with a focus on the opportunities in the offshore energy sector and nuclear sector
 - Extend Beacon Business Park and **encourage growth in the South Denes Enterprise Zone to support new businesses** establishing themselves as well as attracting existing businesses to expand
- 2.4 The project was initiated in response to a clear need – identified by the industry, itself – for a co-ordinated, collective approach to branding and promotion and wrap-around inward investment support to consolidate the area (essentially Great Yarmouth and Lowestoft) as a world leader in offshore wind, maximising its visibility to Government and investors, alike.
- 2.5 The project was conceived to provide:
- a) an umbrella brand, offer and identity using the existing East of England Energy Zone (EEEZ) as its starting point, (stakeholder led development process)
 - b) the development and delivery of a marketing and promotion strategy for all (public and private) stakeholders to champion;
 - c) a streamlined approach to the promotion of the area at local, national (and when appropriate) international events to deliver maximum impact.

3 GENERATE Strategy

- 3.1 The new brand, visual identity and vision statement were signed off by Members of the Economic Development Committee in February 2021 and by the EEEZ Funding and Governance Group and the All Energy Industry Council (AEIC) marketing subgroup, who concluded that the final option succeeds in reconciling a range of diverse and often passionate

opinion to reflect the broadest practicable, collective stakeholder input and representation – essential in maximising the likelihood of widespread buy-in and adoption

- 3.2 Once the visual identity had been agreed, work continued on developing a suite of consistent marketing messages; a key element of the marketing strategy, providing the basis for all active promotion. This has now been signed-off and published as a PDF document to be used as an internal resource for public sector or partner employees to guide promotion and/or learn about energy opportunities in the Region (please refer to Annex 1). Social media channels were renamed and changed over in late August 2021 and the website was also relaunched in the new branding/livery and with the new messaging.
- 3.3 The energy prospectus has been reviewed by the AEIC, GY Energy Project Team Group and all relevant stakeholders, including the ports. All amendments have been completed and it will be available digitally, in print and also as an e-edition.
- 3.4 To accompany the new brand, there is also a new website, revised content, functionality and analytic reporting. The website has been reviewed by the Delivery Group and stakeholders and is now live. The site is built on the Wordpress platform to enable rapid amendments/updates by officers.
- 3.5 These activities were all integral to the wider objective and will kickstart GENERATE, generate awareness and gain traction within the industry, investors and government. The launch marketing plan has been summarised in an appended document, which outlines the purpose, themes and activity for the first 6-12 months (please refer to Annex 2). This accompanies the strategy document, itself (please refer to Annex 3). A summary factsheet has also been prepared for Members (please refer to Annex 4).
- 3.6 The next steps will be to look at the specific projects – current and emerging – within the region, working with the project teams and stakeholders to understand the opportunities and benefits of each and mobilising the strategy and promotional collateral to support them wherever appropriate, e.g. the O&M Campus and Business Incubator and PowerPark. Current activity underway includes, but is not limited to:
 - Creation of promotional material for the O&M Campus
 - Creation & planning for a virtual event during Wind Week in conjunction with EEEGR
 - PR campaign and lobbying activity in planning
 - Creation of fact sheets for government agencies.
 - Review of supply chain matrix and data
- 3.7 The appointment process for a PR agency took place in July and August 2021 and was contracted at the start of September.
- 3.8 The work on GENERATE will organically merge with and complement the work that the Inward Investment service is doing on the stand-alone website and business engagement plan, profiling the work of the Borough and acting as a 'pitch' to investors. The outputs from GENERATE will provide a ready-made and direct link to the latest opportunities and assets around the energy sector, as well as creating promotional material and campaigns for GY assets such as the O&M Campus and other local energy projects.
- 3.9 GENERATE will continue to work closely with the AEIC, looking to identify specific projects, objectives from industry that can be completed, scoped or supported to generate interest,

investment and ‘buzz’ for the region. This will help and encourage industry to adopt and champion the GENERATE brand, as its success will depend, partly at least, upon support from these organisations.

Cross cutting themes

GENERATE activity will coalesce around three main themes;

1. Awareness

Within a highly competitive and crowded marketplace GENERATE needs to clearly articulate the many assets, achievements and opportunities our region has to offer the energy sector. GENERATE will do this through a structured programme of PR, marketing and wider influencing activities.

2. Stakeholder Engagement & Endorsement

Partner and stakeholder support is vital to the success of the GENERATE brand and the region’s vision. Through continued development of relationships, we will highlight the ‘value’ of GENERATE to each stakeholder and organically create ‘ambassadors’ for the brand.

3. Lead generation & improved data management

Data capture and management will form the foundation of GENERATE’s activity. This data forms the basis for communication and lead generation activity, if it isn’t accurate or relevant the success of campaigns and communications can be significantly inhibited. A key role here is to support the wider lead generation and enquiry handling work of the Invest Norfolk and Suffolk team

In delivering our vision, GENERATE will:

1. Put our region at the centre of conversation around clean energy infrastructure and generation
2. Showcase the assets and opportunities in our region via GENERATE and partners channels, amplifying clear unified messages, based on facts and backed by statistics.
3. Leverage the knowledge and passion of our stakeholders to innovate and facilitate energy projects in Norfolk & Suffolk.
4. Increase awareness about GENERATE and the energy sector in the region via digital channels and a new virtual platform.
5. Investigate and develop a comprehensive data management process, to support the supply chain and enhance communications (excel, CRM or other)

- 3.10 Ongoing impact monitoring and measures of success are proposed. Large physical events that attract international and national audiences will be targeted with data collection and lead generation. Global Offshore Wind, for example, takes place in London at the end of September 2021 should deliver 30+ new contacts/ and 4 strong leads for the Inward Investment service.

3.11 The following outputs until March 2023 are proposed:

- Full implementation of the GENERATE Marketing Strategy;
- Provision of at least 6 supply chain events (digital or virtual) hosted each year to promote mentoring and collaboration;
- An annual virtual event hosted from 2022 to target inward investment nationally (in collaboration with EEEGR);
- Active and ongoing strategic targeting of the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU to optimise outcomes for all stakeholders;
- Active and ongoing prioritisation, coordination, management and facilitation of third-party events and energy-related marketing/promotion;
- Active and ongoing monitoring, evaluation and reporting on marketing/promotion – including events – in terms of value-for-money and impact;
- Establishment of new data management processes whereby all leads are assessed, handled and assigned to appropriate key account managers, with robust systems in place to track and record enquiries/leads, requirements and pipeline investment opportunities;
- Establishment of an updated and improved supply chain matrix with a portal and searchable directory accessible via a new GENERATE website;
- Completion of research to map out, characterise and quantify supply chain opportunities and gaps within it, working with Aura where appropriate;
- Briefing sessions held with key influencers at relevant government departments on an ongoing basis;
- Regular briefings distributed to the local supply chain and key stakeholders;
- Adoption of the GENERATE brand by all energy projects and promotional activities within the target area.

3.12 The following outcomes until March 2023 are proposed:

- £5 million inward investment in pipeline, i.e. active inward investment enquiries of a value of at least £5m are being managed by stakeholders;
- 50 new jobs created in the clean energy sector and target area per annum, i.e. documented growth of the sector, reflected in the creation of 50 new positions;
- 50 new apprentice opportunities created, i.e. documented investment in skills/workforces, reflected in the creation of 50 new apprenticeships;
- the target area's position as a world leader in clean energy is consolidated, i.e. its visibility to Government/investors is enhanced and it is able to compete credibly and effectively with other established locations.

3.13 A suite of quantitative KPIs is also set out in the Marketing Strategy. These should be reported on regularly and provide an indication of performance against both the outputs and outcomes specified, above. These encompass events (frequency, visitor segmentation, lead generation, enquiry handling and pipeline inward investment value), online and social media presence (followers, engagements/interactions and impressions) and brand awareness (interaction, exposure, mentions, press coverage, GENERATE brand uptake etc.).

4 NEXT STEPS

4.1 The prospectus will be distributed digitally and hardcopies mailed out to Members, stakeholders and via the Economic Development Committee.

- 4.2 Work will start on the individual marketing campaigns and material for energy projects. In addition – and starting with the O&M Campus – there is a plan to co-brand, new and existing energy projects across the region with GENERATE.
- 4.3 A proposal of 6-monthly/bi-annual update reports will be made to the Economic Development Committee to monitor results and progress – effectively reporting on the outputs, outcomes and KPIs set out the preceding section.
- 4.4 During the next phase of delivery and further roll out of the GENERATE brand, there remains a clear need to embed, extend and roll out the brand, drive/implement the associated Marketing Strategy, monitor/evaluate and report back on marketing/promotion value-for-money and impact and ensure that marketing expenditure against the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU is strategically targeted to optimise results, appraised and approved.

5 FINANCIAL IMPLICATIONS

All of the activity incorporated with this project falls within the agreed financial parameters of the EEEZ Marketing MoU.

6 RISK IMPLICATIONS

- 6.1 The process to date – and bringing a significant number of stakeholders along on that journey – has been and continues to be complex. Certain events are becoming increasingly time-sensitive; any delays or fundamental revisions to the marketing strategy and/or brand would necessarily result in delays and the realisation of the original objectives/outcomes.
- 6.2 Should the brand or the strategy not be agreed, the ultimate risk is that the competitiveness of the area is reduced and the industry would face increasingly stiff competition from other areas with strong brands such as the Humber (using ‘Aura’), Scotland (using ‘Deep Wind’) and others such as the Solent, who are all competing in national and international markets.

7. CONCLUSION

- 7.1 This report provides a summary of marketing launch activity for the new GENERATE brand and outlines of the initial focus for first 6-12 months.

8. BACKGROUND DOCUMENTS

- Annex 1 - GENERATE Brand Identity
- Annex 2 - GENERATE 6-12 Month Launch Plan
- Annex 3 - GENERATE Marketing Strategy (Final Draft)
- Annex 4 - GENERATE Factsheet and Key Statistics
- Annex 5 – GENERATE Strategy Delivery Plan

RECOMMENDATIONS

Members are asked to:

- 1) Review and comment upon and support the proposed marketing strategy, framework and supporting activity to launch and embed the new brand into the wider energy sector and;**

2) Endorse the launch of the strategy allowing officers to begin to focus on individual energy projects.

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:	Economic Growth Strategy and Action Plan, Pathway to Recovery Plan
Financial Implications:	As outlined in the Report
Legal Implications (including human rights):	None
Risk Implications:	As identified in report
Equality Issues/EQIA:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable

NORFOLK & SUFFOLK ALL ENERGY INDUSTRY COUNCIL

Cohesive Marketing Messages and Statistics

PURPOSE

A priority action of the Norfolk and Suffolk All Energy Industry Council (AEIC) Cohesive Marketing Message Working Group is the development and maintenance of a set of positive messages, backed by supporting statistics pertaining to our region's energy sector significance, scale and opportunities.

INTENDED USE

The cohesive marketing messages and supporting statistics can be used by partners to inform and support public relations, communications and marketing activities. In doing so, Norfolk and Suffolk's energy community can present a unified, compelling and cohesive message to their stakeholders, customers, government and potential investors.

Examples of how the document can be used include: to brief stakeholders, to support employees who work with the media on energy related matters, to inform marketing and communications activities, to brief political representatives and to provide scene setting and context in presentation and external communication materials.

The document is not intended for external distribution

REVIEW AND UPDATE

The region's energy sector is a rapidly changing environment. To reflect this, the AEIC will review the cohesive marketing messages and supporting statistics on a biannual basis, ensuring its content remains up to date and of value to its users.

1. **Norfolk and Suffolk is a leading clean growth region in the UK's evolution to net zero.**

“ **£138 billion capital investment** in energy and low carbon projects across East of England by 2050. ”

2. **Gas is the UK's low carbon transition fuel. Coal-to-gas substitution in power generation has led to CO2 emission reductions. Gas will continue to be an important part of the energy mix as the UK transitions to a net-zero energy system.**

“ **A third of UK gas** comes from the Bacton Gas Terminal. The Southern North Sea gas basin and Bacton Gas Terminal can play a critical role in the UK's **energy transition**. ”

3. **Norfolk and Suffolk is the UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region.**

“ In 2020 **4.6GW** of the UK's 10.4GW of offshore wind generating capacity is in the Southern North Sea (44%), enough energy to power **4.3million UK homes**. ”

4. **Nuclear power is strategically important to UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future.**

“ Sizewell C will support around **70,000 job in the UK** during its construction phase, enable **1500 apprenticeships** and create **900 permanent operational jobs** to run the power station. ”

5. **Norfolk and Suffolk has the capability, connectivity and capacity to be a global exemplar in energy systems integration and to lead whole energy system thinking.**

“ The UK's energy system will move from **500** significant actors to **50 million** actions and assets both drawing on and delivering energy. ”



KEY MESSAGE

Norfolk and Suffolk is a leading clean growth region in the UK's evolution to net zero.

SUPPORTING STATISTICS

- ▲ **£138 billion capex investment** in energy and low carbon projects across East of England by 2050.
- ▲ Sizewell C is expected to meet **7% of the UK's energy** needs when operational.
- ▲ The East of England is the largest generator of **electricity from offshore renewables** in the UK.
- ▲ **4.3million UK homes** powered by offshore wind from the Southern North Sea.

KEY STATISTIC

£138 billion capital investment in energy and low carbon projects across East of England by 2050.

SUPPORTING MESSAGES: THE UK'S CLEAN GROWTH REGION

TO BUSINESS	TO GOVERNMENT	TO OUR COMMUNITY
<p>It makes sense to invest in Norfolk and Suffolk. We are leaders in the transition to net zero. There are billions of pounds of investment planned in energy and low carbon projects across our region, creating new opportunities to locate and grow your business here.</p>	<p>Norfolk and Suffolk generates energy that powers the UK from offshore wind, gas, nuclear and onshore renewables within a predominantly rural, less industrialised geography. Our unique approach and experience is fundamental to realising the Government's net zero ambition.</p>	<p>Offshore wind from the Southern North Sea already generates enough energy to power 4.3million UK homes.</p> <p>Based on installed capacity 4600Mw x 0.3886 "offshore wind" load factor x 8,760 hours / 3.618MWh annual consumption = homes powered equiv.</p>
<p>Norfolk and Suffolk is the ideal location to support North Sea energy resources. Energy developers have established construction and operations & maintenance bases here because it makes commercial sense. A locally based energy supply chain is critical to support energy generation and distribution.</p>	<p>To deliver the Green Industrial Revolution, Government must consider our energy infrastructure, capability, experience, and contribution to UK energy. Levelling up support should apply equally to the coastal communities of Norfolk and Suffolk as it does to 'left behind' towns in the north and midlands.</p>	<p>No single form of energy is enough. Wind, gas, nuclear and onshore renewables coupled with battery storage, smart grid technology and improved energy efficiency in our homes and workplaces are all necessary to balance UK energy supply and demand.</p>
<p>Norfolk and Suffolk has the infrastructure and is ready to support new energy opportunities and investment.</p> <p>Case studies: Proserv, Seajacks, ScottishPower Renewables, Cefas, Equinor, RWE, SSE, Vattenfall, JFMS, GWS, Worley, Windcat</p>	<p>Energy jobs in Norfolk and Suffolk drive inclusive growth in coastal communities, employing over 8,000 people within 800+ supply chain companies with the potential for significant expansion.</p> <p>Source: Economic Strategy 2017, NALEP</p>	<p>The Green Industrial Revolution is happening in Norfolk and Suffolk and will present many long-term employment opportunities to our communities.</p>
<p>TO BUSINESS AND GOVERNMENT</p> <p>Norfolk and Suffolk's ports & infrastructure has the capacity and ambition to grow, enabling the Government's clean growth agenda. Our strength in energy and environmental research, academia and our innovation network places our region at the forefront of the journey to net zero.</p> <p>Examples: GY O&M campus, ABP Masterplan, Bacton Energy Hub, Grid, Bridge civil engineering projects</p>		<p>The Norfolk and Suffolk All Energy Industry Council brings together an experienced group of organisations who work together to champion energy in Norfolk and Suffolk, ensuring energy projects consider the local community impact, bring economic benefit and protect the natural environment.</p>
<p>TO BUSINESS AND GOVERNMENT</p> <p>Norfolk and Suffolk is well placed to demonstrate and deliver integrated energy system solutions including hydrogen, carbon capture & storage, battery storage, smart grid technologies, electrification of transport and the decarbonisation of heating systems.</p> <p>e.g. SZB H2 and direct air capture</p>		



KEY MESSAGE

Gas is the UK's low carbon transition fuel. Coal-to-gas substitution in power generation has led to CO₂ emission reductions. Gas will continue to be an important part of the energy mix as the UK transitions to a net-zero energy system.

SUPPORTING STATISTICS

- ▲ Between 1970 and 2000, the UK's transition from coal by gas led to a **20% fall in CO₂ emissions**. Kickstarting the energy transition.

Source: UKERC The future role of natural gas report (Feb 2016)

- ▲ **£5.3 billion** Forecast new Southern North Sea gas investment to 2050

Source: Opergy

- ▲ There remains **5 trillion cubic feet** of untapped natural gas in the Southern North Sea. 100 gas fields, over 150 gas platforms and 4,500km of pipelines.

- ▲ **£2.5 billion** Forecast value of decommissioning redundant Southern North Sea gas assets to 2030

Source: OGA UKCS Decommissioning Cost Estimate 2020 report

KEY STATISTIC

30% of UK gas comes from the Bacton Gas Terminal. The Southern North Sea gas basin and Bacton Gas Terminal can play a critical role in the UK's energy transition.

SUPPORTING MESSAGES: GAS		
To Business	To Government	To our Community
<p>Bacton Gas Terminal in Norfolk is a strategically important national energy asset delivering a third of the UK's total gas requirements from the Southern North Sea gas basin and two interconnectors linked to the European mainland</p>	<p>The Southern North Sea gas basin and the Bacton Gas Terminal are critical to the UK's energy transition, providing a reliable and secure energy supply. Both will form central tenets of the UK's energy mix for decades to come.</p>	<p>Infographic gas facts:</p> <ul style="list-style-type: none"> ▲ 80% of UK homes use gas to cook and/or heat ▲ 1965 – the UK's first gas discovered off the Norfolk coast
<p>Innovative partnering between gas, renewables, hydrogen and carbon capture can accelerate energy transition - infrastructure and capabilities can be leveraged for Carbon Capture & Storage, and to support renewable energy production and hydrogen generation, transportation and storage.</p> <p>Business opportunities exist in new gas production projects, Carbon Capture & Storage, platform electrification, gas to wire, power to gas and blue and green hydrogen.</p> <p>E.g. Bacton Energy Hub studies</p>	<p>The deployment of industrial scale hydrogen will rely on Southern North Sea gas infrastructure. The Government must oversee a sophisticated reuse/repurposing strategy to ensure gas infrastructure is maintained and fit for current and future energy uses.</p> <p>Southern North Sea gas fields align closely with offshore wind leasing zones presenting compelling opportunities to build an integrated offshore network, saving billions of pounds and allowing the UK to maximise value from offshore renewables.</p>	<p>Bacton Gas Terminal was opened in 1968 and comprises of 6 gas terminals within 4 sites. Bacton 2.0 has the potential to safeguard and create jobs.</p> <p>Bacton Gas Terminal has two interconnectors, gas pipelines beneath the sea allowing the UK to export and import gas from the European mainland, ensuring a reliable and secure energy supply.</p>
<p>Selective decommissioning or repurposing of Southern North Sea gas infrastructure presents significant opportunities in the region.</p> <p>We have a network via EEEGR SIG and partners.</p>	<p>Norfolk & Suffolk's gas supply chain must be fully engaged and derive benefit from the North Sea Transition Deal, ensuring an equitable share of government funding is allocated to support energy businesses in the region.</p>	<p>The Southern North Sea remains a considerable gas producer, which sustains jobs, investment as part of delivering the transition to a Net Zero energy system.</p>



KEY MESSAGE

Norfolk and Suffolk is the UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region.

SUPPORTING STATISTICS

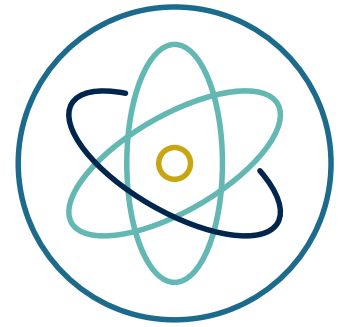
- ▲ **44%** of the UK's offshore wind generating capacity is in the Southern North Sea, the highest in the UK. 16 windfarms, 4.6GW, 1073 turbines.
- ▲ The growth in offshore wind off the coasts of Norfolk and Suffolk could create **6,150 full time jobs by 2032**.
- ▲ **30%** of UK offshore wind projects with **planning consent** are in the Southern North Sea. **59%** of UK projects which have **submitted consent** applications are in the Southern North Sea.
- ▲ In 2020, the Southern North Sea's offshore wind project pipeline is **8.3 GW to 2030**, comprising of **5 new build projects** and **4 extension projects**.

Source: 4C Offshore 2020

KEY STATISTIC

In 2020 4.6GW of the UK's 10.4GW of offshore wind generating capacity is in the Southern North Sea (44%), enough energy to power 4.3million UK homes.

SUPPORTING MESSAGES: OFFSHORE WIND		
TO BUSINESS	TO GOVERNMENT	TO OUR COMMUNITY
<p>The Southern North Sea is the perfect environment for offshore wind with favourable average wind speeds in excess of 9m/s, suitable geology for fixed bottom solutions and shallow water, generally less than 50m.</p>	<p>TO GOVERNMENT AND OUR COMMUNITY</p> <p>Offshore wind from the Southern North Sea already generates enough energy to power 4.3million UK homes.</p> <p>(based on installed capacity 4600Mw x 0.3886 "offshore wind" load factor x 8,760 hours / 3.618MWh annual consumption = homes powered equiv.)</p>	
<p>The region's proximity to the offshore wind developments is second to none. Local Authorities and our ports are investing in dedicated facilities to support business growth and create jobs.</p> <p>E.g. Power Park, Lowestoft / O&M Campus, Great Yarmouth</p>	<p>The Southern North Sea is home to many of the world's largest offshore wind farms and has the highest concentration of operational offshore wind globally.</p>	<p>The UK is currently the largest offshore wind market in the world with 10.4GW generating capacity, the Southern North Sea contains 4.6GW of this total capacity (44%).</p>
<p>We have skilled energy workers and a well-developed energy skills infrastructure; our region is committed to building a diverse energy workforce. Skills for Energy and the Energy Skills Foundation Programme (ESFP) were pioneered here. Over 10 years ESFP has supported 283 students inspiring energy careers.</p>	<p>Government must ensure planning policy, consenting laws, the OFTO regime & onshore transmission networks are fit for purpose in order for offshore wind to fully contribute to Net Zero by 2050.</p>	<p>Since the first offshore wind farms were built in 2000, the average power capacity per turbine has quadrupled from 2MW to 8MW. The latest generation of offshore wind turbines exceed 12MW capacity.</p> <p>Sources: www.dnvgl.com/expert-story www.ge.com/renewableenergy/wind-energy/offshore-wind/haliade-x-offshore-turbine</p>
<p>By 2030 the Southern North Sea will deliver 40% of the UK's 40GW offshore wind target, presenting long-term manufacturing, construction, operations & maintenance (O&M) opportunities. The region has 7 offshore wind operations & maintenance bases with more in planning.</p>	<p>Norfolk and Suffolk's voice must be clearly heard within BEIS and other government agencies and have genuine engagement with the key stakeholders in the region to influence and shape UK energy policy.</p>	<p>Through innovation, improved turbine efficiency and increased scale, the cost to the UK government of new offshore wind has fallen by 66% between 2015 and 2019, making it one of the most cost-effective forms of energy generation in the UK. 2015: £114-119 per MWh</p> <p>2019: £40-£42 per MWh</p> <p>Sources: Powering the Future Renewable UK's Vision of the Transition REPORT 2020 / (CFD) Allocation Round One Outcome</p>
<p>TO BUSINESS AND GOVERNMENT</p> <p>Our ports and infrastructure is ready to deliver the next generation of offshore wind now and have ambitious plans and the capacity to grow to enable the Government to realise its clean energy agenda.</p>		



KEY MESSAGE

Nuclear power is strategically important to UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future.

SUPPORTING STATISTICS

- ▲ Sizewell B generates low carbon electricity for **2.2 million homes**. Sizewell C will produce low carbon electricity for **6 million homes**.
- ▲ Sizewell C will save **9 million tonnes of carbon emissions** each year compared to a gas-fired power station.
- ▲ Up to **£4.5BN** will be invested in the **East of England** over the lifetime of Sizewell C.
- ▲ Sizewell C is expected to meet **7% of the UK's energy** needs when operational.

Sources: EDF Energy

KEY STATISTIC

Sizewell C will support around 70,000 job in the UK during its construction phase, enable 1500 apprenticeships and create 900 permanent operational jobs to run the power station.

SUPPORTING MESSAGES: NUCLEAR		
TO BUSINESS	TO GOVERNMENT	TO OUR COMMUNITY
TO ALL AUDIENCES Sizewell C will invest in local employment , education and skills and enable 1,500 new Apprenticeships . The Sizewell C Supply Chain Portal already has 1007 businesses from Norfolk & Suffolk registered on it and a further 318 business from the wider East of England (Feb 2021).		
TO BUSINESS AND GOVERNMENT Sizewell C will be good for jobs and businesses in Norfolk and Suffolk delivering a £125m per year boost to the local economy during its core construction phase and £40m per year during its 60-years of operation.		More than 250 hectares of land has been designated for wildlife as part of plans for Sizewell C.
Sizewell C will support additional Apprenticeships in Suffolk and Norfolk by transferring part of its Apprenticeship Levy to local businesses.	Sizewell C will be a significant driver of economic growth in the East of England contributing £1.5BN during the construction phase and up to £40m per year during operation.	Sizewell C will support around 70,000 jobs in the UK during its construction phase and create 900 permanent operational jobs to run the power station.
Innovative hydrogen integration and direct air capture projects, including Freeport East , will create new opportunities for the energy supply chain in Norfolk and Suffolk.	Innovative technologies (Hydrogen, DAC) will also provide the UK with a competitive advantage in the international energy landscape.	Improving biodiversity. Since 2015 EDF Energy have converted over 150 hectares (equivalent to 257 football pitches) of arable land into native grassland . (based on ave. football pitch area 0.714hec)
The Sizewell C Consortium is made up of more than 200 companies and includes several trades unions – they are all supporting the project and urging the Government to give it the go-ahead.	Security of supply: Sizewell C will produce nuclear power here in the UK, for the UK.	In 2020, Sizewell B celebrated 25 years of operation employing 520 full time employees and over 250 full time contract partners .
Sizewell C will require a permanent outage team to support it, creating supply chain opportunities in Norfolk and Suffolk.		To achieve Net Zero , the UK needs nuclear power to provide low-carbon electricity irrespective of the weather or time of day and to reduce costs for consumers.



KEY MESSAGE

Norfolk and Suffolk has the capability, connectivity and capacity to be a global exemplar in energy systems integration and to lead whole energy system thinking.

SUPPORTING STATISTICS

- ▲ **480MW of onshore** wind is installed in the East of England over **883 sites**.
- ▲ **2GW of Solar PV** is installed in the East of England. **563MW of Bioenergy** is produced over **181 sites** in the East of England.
- ▲ The UK's energy system will move from **500** significant actors to **50 million** actions and assets both drawing on and delivering energy.
Source: ReCOSTING ENERGY
- ▲ **BT Group's** global R&D headquarters in Suffolk is the UK's leading patent filer for **Artificial Intelligence** (86 patent families).

KEY STATISTIC

The UK's energy system will move from 500 significant actors to 50 million actions and assets both drawing on and delivering energy.

SUPPORTING MESSAGES: WHOLE ENERGY SYSTEMS

TO BUSINESS	TO GOVERNMENT	TO OUR COMMUNITY
The development of large-scale hydrogen production and distribution presents a significant business opportunity to the energy supply chain of Norfolk and Suffolk. There is significant potential to crossover the skills, expertise and capabilities of people and businesses engaged in Southern North Sea natural gas to support a hydrogen economy.	Hydrogen East is championing the development of a hydrogen economy by understanding potential demand to stimulate investment and growth in supply. Our gas infrastructure, nuclear power, offshore wind resources and close proximity to potential hydrogen markets are all critical to building a viable hydrogen economy that supports a low carbon energy system.	By 2050 the UK's annual electricity demand will increase significantly due to combinations of electric vehicles, heat pumps and the use of electrolysis to produce hydrogen. Source: National Grid FES 2020/System View/Electricity Supply
Commercial scale solar and energy storage projects are in planning in Norfolk and Suffolk including solar photovoltaic (PV) projects up to 500MW in size which includes significant battery storage capability.	Norfolk and Suffolk is home to internationally renowned energy, marine and environmental sciences research centres who are collaborating to realise the £32 million Suffolk & Norfolk Research & Innovation on the Sustainable Energy Coast bid (SuNRISE).	To meet net zero targets our homes must become more energy efficient through better insulation and more energy efficient appliances. Over time, natural gas-fired boilers will be replaced by heat pumps, hydrogen boilers or district heat network connections.
Cross sector collaboration. The energy transition presents opportunities for Norfolk and Suffolk's digital/ICT sector. Along with our region's burgeoning renewable energy sector, a digitalised energy system is critical in achieving an intelligent net-zero whole energy system .	Norfolk and Suffolk's landscape and infrastructure can accelerate the UK to net zero. Hydrogen and carbon capture must be deployed at pace and our region can accommodate industrial scale demonstration projects which need to be operational in the 2020s.	Vehicle-to-grid Technology (V2G) enables energy stored in electric vehicles to be fed back into the national electricity network (Grid) to help supply energy at peak times of demand.
TO BUSINESS AND GOVERNMENT Norfolk and Suffolk has a thriving network of innovation hubs specialising in agri-food, energy, engineering and digital/ICT, complimented by world leading research establishments including the ORE Catapult.		
TO ALL AUDIENCES Norfolk and Suffolk has the potential to be an exemplar for clean, low carbon energy production and decarbonisation and is well placed to demonstrate and deliver new integrated energy solutions including hydrogen, carbon capture & storage, battery storage and smart grid technologies, electrification of transport and the decarbonisation of heating systems.		



Marketing Plan 2021

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Introduction

The East of England Energy Zone (EEEZ) branding has been replaced with a new energy brand GENERATE covering all energy sectors within the region. This new brand will work with regional partners to achieve the ambitious goals set out for our region through the deployment of a coherent, co-ordinated and collectively-owned brand and marketing strategy to complement other strategic and capital initiatives and drive energy sector investment including the wider, place-based inward investment brand, Norfolk & Suffolk Unlimited

With a new brand it's essential that there is significant exposure to the target audiences, this is done by layering different media not all of which can be easily measured in terms of performance. This document outlines the initial launch and subsequent marketing activity for the remainder of 21/22, activity for following years will be based on learnings from 21/22.

The main aims of the launch activity and subsequent marketing are;

- to raise awareness of the region's energy sector/assets
- to attract inward investment
- gather data for communications
- create data management process for Supply chain & leads
- create set of consistent marketing messages

KPI's for launch and activity

- Social Media audience and statistics
- Website stats and GA goals
- Providing leads/gateway for business to LEP and local council teams
- Volume and quality of data on collected
- Searchable directory on website

All the activity will feed back into these aims and KPI's

Regular meetings will also be held with key partners; Norfolk & Suffolk Unlimited, EEEGR etc. to ensure the messages are consistent and we align with their messaging and activity. Effective and regular communications with stakeholders such as Norfolk & Suffolk All Energy Industry Council, ORE Catapult and Greater South East Energy Hub will ensure GENERATE is aware of all projects and opportunities for the region and our they are aware of our work.

Channels & Activity

Branded Microsite /Virtual platform

COVID has changed the world in many ways, with business and marketing no exception, virtual meetings and conferences are now the norm and in many ways work successfully. As a result, there is real value in creating a branded virtual platform for GENERATE, it will enable us to initially expose the new brand to select audiences as well as host events and 'conversation' to promote and identify opportunities for the region. Currently there are no regional platforms used for this 'Ted' style talk, to bring together regional opinion and ideas.

KPIs

- Attendance at event(s) – minimum of 100 across 12 months, with open invite events having increased attendance from previous event
- Benchmark questionnaire – after the initial event a questionnaire will be sent out monitoring content, quality, relevance with aim to have increased or 100% positive response as talks progress

Description	Date	Outcomes
Branded platform	Oct	Events take place, attendance numbers, feedback (via questionnaire) is positive. The GENERATE platform becomes a destination for conversation about energy sector Stakeholders actively participate and provide 'quotes' for social media and website Brand ambassadors are organically formed and help promote

Events

The ongoing COVID situation in the UK and world-wide has resulted in an extremely volatile physical events calendar proving very difficult to navigate. This means that there is inherent risk in planning and committing to any of these events due to potential of cancellation as well as the risk of poor attendance should they take place. As a result of this for 2021/22 we will look to attend events where possible but in a smaller capacity compared to previous years, accruing any savings for the following year where we hope a return to a more 'normal' environment. Needless to say, plans to attend are all reliant on risk assessments nearer the date.

Nuclear (World Nuclear Association) and Hydrogen (World Hydrogen Conference) events take place in Sept / October 2021. After discussion it was decided that attending as delegates as opposed to investing in stands would be the best option with plans to attend the events next year. There is a Hydrogen event in March - The World Hydrogen Summit 2022 which we are looking to attend as an exhibitor in partnership with partners the full remit and costs are TBC.

The purpose/outcomes of GENERATE attending events will be reviewed in advance based on:

- To raise awareness and expose brand to the energy industry
- To network and gather data
- Lead generation
- The impact or impression of 'not attending' will also be assessed.

Event	Date	Outcomes
Global Offshore Wind	Sept	4 strong leads 30 people/business added to data 20% increase in digital stats
Offshore Wind – Amsterdam	Oct	2 strong leads 20 people/business added to data 20% increase in digital stats
SNS 2021 – Norfolk	Oct	3 strong leads 30 people/business added to data 20% increase in digital stats
Wind Europe Electric City – Copenhagen	Nov	2 strong leads 20 people/business added to data 20% increase in digital stats
Hydrogen world Summit	March	TBC
TOTAL		11 new leads 100 updated or new data collated from business/people

Print & Digital advertising

The exposure of the visual brand through advertising is an important aspect of the rebrand as it reinforces the message from other channels such as events and social media. The plan is to ensure there is a digital or print advert every month in a niche energy publication from launch onwards as a minimum with additional

advertising planned when/if there is relevant editorial, activity or messaging to support the other layers of marketing activity.

Description	Date	Outcomes
Print and digital adverts	August onwards	Strategically position advert Click thru's to website – average 10 per advert Social media increased activity– 10% uplift interaction

Website

A new website will go live in conjunction with launch of new brand, a website is the shop window to the world and so the site will have a clean, modern appearance in line with branding. Content will be updated and reviewed on a regular basis to reflect the varied, innovative region and the opportunities for business in the region. (the cost for this was absorbed into previous year budget). A full google analytics report will be reviewed on a monthly basis to look at which content is being read, which pages are being visited and how long people are starting as a minimum.

Prospectus

An annual prospectus is in creation and will be a key inward investment tool for the region's energy sector. It will be available digitally on the website as well as in a printed format, which will be distributed at events as well as sent to a mailing list of stakeholders and partners. Content will be updated and reviewed each year to reflect the fast-changing environment.

Description	Date	Outcomes
Prospectus creation and print	Sept	Professionally written and created document to promote the energy sector. Downloads and reads on website, word of mouth feedback

PR

Effective and target PR is a key asset to a brand however, to date EEEZ haven't had consistent or clear PR activity and this is an area we need to address. A tender process took place in July/Aug to appoint a PR agency who will work in conjunction with our brand agency, their purpose will be to promote our attendance at events, respond to news stories/announcements and promote/raise awareness of the brand and the region. They will work with and join our meetings with partners and stakeholders so we can work together, amplify messages and ensure we are not competing for 'airtime'.

Description	Date	Outcomes
Event related PR Brand awareness, contingency PR	Ongoing	Positive media article at least once a month with 2 national articles a year Increased interactions on social media on response

Social Media

Social media continues to be an important part of business communications and engagement, there are LinkedIn and Twitter accounts for EEEZ which have been used more strategically in past year, but a more consistent approach needs to be adopted. Regular and relevant content will be posted 3 times per week with the aim on increasing engagement and audience at 10% per month. We will also work closely with partners to encourage collaboration and support in this.

Video Marketing

Video marketing will support all activity through it's use on the website, social media and at events, it is an increasingly important format and the use of new content is a simple but effective way of getting messages across digitally.

- 79% of consumers prefer watching a video to reading about a product
- Video marketers get 66% more qualified leads per year
- Video marketers achieve a 54% increase in brand awareness

Three videos have already been commissioned, the cost of which is in previous years budget, for prelaunch activity, transformation of visual identity and launch of new brand. These can date and tire over time and so a budget to have now video content created annually has been added.

Data management process

Data management is a vital tool for B2B marketing and communication, a clear and comprehensive process is key to enable accurate and effective recording of data and lead generation/follow up. GENERATE are looking at options to use an existing CRM platform, invest in a new CRM or use excel spreadsheets. This will then be cleaned and added to through active data gathering activity and used to send out regular newsletters to the supply chain or other mailing lists as required. This can also be used to create a searchable directory on the website. (There is accrued budget which can be used to purchase a CRM should that be necessary.)

Timings

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Marketing								
Events								
Global Offshore Wind								
Offshore Wind - Amsterdam								
SNS 2021 - Norfolk								
Wind Week								
Wind Europe Electric City - Copenhagen								
Hydrogen world Summit								
Brand virtual platform								
Prospectus								
Print & Digital advertising								
Video marketing								
Miscellaneous								
PR								
Events related PR								
PR - awareness, response								

Summary

With the focus on clean growth and energy the region is in need of a fresh new approach/brand that can focus on the energy sector that will promote the opportunities, assets and strengths we have. This can be done through a comprehensive layered marketing plan, as outlined above, the key is to have consistent and continuing activity to ensure momentum isn't lost.

The main elements of the plan are around event attendance and PR activity which will provide exposure for the brand and working closely with Norfolk & Suffolk Unlimited and other partners ensure the region is 'high up' in the minds of Government officials within BEIS, DIT, Treasury, Cabinet Office, DoE etc. This is supported by equally important targeted activity focused on ensuring the GENERATE brand and it's messages are promoted to energy sector.

There is also focus on data both in terms of gathering data and lead generation to support effective communication with business but also to track performance and ROI of the marketing budget and outcomes of leads. Results and learnings can then be used when planning future activity.

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Strategy 2021-2024

Executive Summary

GENERATE is managed by a partnership between New Anglia Local Enterprise Partnership (NALEP), Great Yarmouth Borough Council (GYBC), Norfolk County Council (NCC), Suffolk County Council (SCC), East Suffolk Council (ESC) and North Norfolk District Council (NNDC). In 2020-21, a project to rebrand the East of England Energy Zone (EEEZ) was led by GYBC. It works collaboratively with wider partners and stakeholder who are key to its success, reporting regularly to the All Energy Industry Council to gain endorsement and support from industry and education leaders. Another key, long standing, partner is the East of England Energy Group (EEEGR) who are a central advocate of the region's the energy sector and actively support the GENERATE brand on it's journey to attract inward investment to the region.

This strategy sets out the approach, themes and activity that GENERATE, alongside partners & stakeholders, will undertake to maximise the opportunities which the journey to Net Zero will bring to Norfolk and Suffolk over the next 3 years.

As a region we are well placed to be a global exemplar for clean, low carbon energy production, exporting services and skills globally, whilst increasing the availability of affordable sustainable energy for local communities and businesses. Southern North Sea (SNS) gas has been a mainstay of the economy for over 60 years and will remain a key player, with an opportunity to extend the viability of its assets and infrastructure if gas is used as a feedstock to generate blue hydrogen, providing a pathway to large scale green hydrogen production from offshore wind in the future. Offshore wind has presented the ports of Lowestoft, Wells and Great Yarmouth and their energy supply chains with significant growth and investment. The region is also home to nuclear power generation, generating clean energy at Sizewell in Suffolk since the 1960s.

GENERATE will build on the previous East of England Energy Zone (EEEZ) brand and marketing campaigns to raise the region's profile, with a renewed focus on highlighting its energy assets, supply chain, skilled workforce, innovation and the opportunities for inward investment.

High level opportunities:

- The world's largest market for offshore wind is in the SNS
- The building of a new distributed energy system, bringing together generation and consumers through new technology, innovation and digitalisation
- Nuclear new build at Sizewell C
- Emerging energy solutions including hydrogen, large scale solar, bioenergy and local area energy hubs

GENERATE will raise awareness of and promote the region, gather data, generate leads and finalise a data management process for improved communication and insight into our energy supply chain, leading to new inward investment and indigenous business growth. In addition, this process will provide clear and transparent functionality to track and measure leads / relationships and any subsequent inward investment to the region. GENERATE will use social media, digital advertising, print media website, event attendance and public relations (PR) and by working with its partners it will work to;

- Support industry in their attempts to gain consent for strategically significant energy pipeline projects e.g., Vattenfall's 'Norfolk' offshore wind projects and EDF Energy's Sizewell C new build
- Ensure UK government is fully briefed on all projects and recognises the key contribution our region makes to low carbon energy generation
- Ensure the UK government's Levelling-up agenda considers the coastal communities of Norfolk and Suffolk and not just the North and Midlands

There is a dedicated annual budget for GENERATE activity which is split across PR, marketing, sector event attendance and a contribution to an All-Energy Business Development Manager role. However, it should be noted that international marketing is expensive and historically the EEEZ has focussed on 2-3 offshore wind focused exhibition events which can consume a large percentage of this budget.

Strategic Approach

At the heart of this strategy is the promotion of Norfolk and Suffolk as a leading clean energy region and to capitalise on the sectoral opportunity by supporting the development and promotion of ambitious projects to attract and capture new businesses to serve the offshore and onshore energy market and advancement of energy systems integration.

The Norfolk and Suffolk Economic Strategy sets out the opportunity for this region to be the world's largest market for offshore wind along with over 150 serviceable offshore gas assets, employing a combined 8,000+ people and around 800 local companies. The key opportunity in this sector has been identified as linking offshore generation and energy use, technology and product development across gas and onshore/offshore renewables. This was further enhanced by the draft Norfolk and Suffolk Local Industrial Strategy which, at the time of publication, highlighted that roughly half of the Offshore Wind Sector Deal's 30GW of electricity by 2030 ambition will be delivered off the coast of Norfolk and Suffolk, with 14.5GW in the existing pipeline, valued at £20bn. This new brand will work with partners to achieve the ambitious goals set out for our region through the development of a coherent and co-ordinated marketing strategy to complement other strategic and capital initiatives and drive energy sector investment including complementarity with the wider, place-based inward investment brand, Norfolk & Suffolk Unlimited.

The GENERATE brand will be launched officially at Global Offshore Wind (Sept 2021), however, ahead of this, promotional and soft launch activity will take place to test the new brand, garner feedback and create momentum. This will provide strong foundations for the development of the brand and the continued activity; external event attendance, internal event hosting including virtual event(s), providing/maintaining a library of supporting statistics/marketing messages and regular PR campaigns to amplify GENERATE and its partners messages. GENERATE can also bridge the gap between industry and local authorities in terms of communication and project exploration/realisation.

GENERATE will complement the work that Norfolk & Suffolk Unlimited is doing to promote the region as UK's clean growth region, amplifying and supporting the mission of, and messaging around clean energy. (See appendix 20)

Audience & Messaging

GENERATE's audience can be broadly split into 3 main segments; Business, Government and Our Community and then further segmented;

- Business
 - International and national businesses looking to move or open facilities in the region
 - Potential international and national investors to the region
 - Businesses in Norfolk & Suffolk looking to diversify or expand into the energy sector
 - Start up's / innovators
 - Business Support agencies e.g. Chambers of Commerce
 - Media (regional, national and international)
- Government
 - BEIS representatives & DIT
 - Local MP's
- Community
 - Communities directly impacted by energy projects
 - Wider communities
 - Future workforce

On behalf of the Norfolk & Suffolk All Energy Industry Council (AEIC), GENERATE has led the development of a suite of cohesive marketing messages backed by statistics that will be used to inform communications and marketing activities. Below are the headline key messages, a full version can be found in Appendix 1,

1. Norfolk & Suffolk is a leading clean growth region in the UK's evolution to net zero

2. Gas is the UK's low carbon transition fuel. Coal to gas substitution power generation has led to CO2 emission reductions. Gas will continue to be an important part of the energy mix as the UK transitions to a net zero energy system
3. Norfolk & Suffolk is the UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region.
4. Nuclear power is strategically important to the UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future
5. Norfolk and Suffolk have the capability, connectivity and capacity to be a global exemplar in energy systems integration and to lead whole energy system thinking.

Vision | Mission

Norfolk and Suffolk's vision is 'to be the UK's leading region in clean, low carbon energy production, distribution and use.' To achieve this vision the whole region needs to work together, each individual organisation, brand, business has a role to play and can be part of the success. GENERATE is the overarching brand that aims to support partners and stakeholders in delivering this vision.

GENERATE will attract investment and government support through PR and influencing, as well as stakeholder collaboration. It will provide support, resource, ideas and activity to enable the region to grow and coordinate partners to present and coalesce around one message.

Cross cutting themes

GENERATE activity will coalesce around three main themes;

1. Awareness

Within a highly competitive and crowded marketplace GENERATE needs to clearly articulate the many assets, achievements and opportunities our region has to offer the energy sector. GENERATE will do this through a structured programme of PR, marketing and wider influencing activities.

2. Stakeholder Engagement & Endorsement

Partner and stakeholder support is vital to the success of the GENERATE brand and the region's vision. Through continued development of relationships, we will highlight the 'value' of GENERATE to each stakeholder and organically create 'ambassadors' for the brand.

3. Lead generation & improved data management

Data capture and management will form the foundation of GENERATE's activity. This data forms the basis for communication and lead generation activity, if it isn't accurate or relevant the success of campaigns and communications can be significantly inhibited. A key role here is to support the wider lead generation and enquiry handling work of the Invest Norfolk and Suffolk team

In delivering our vision, GENERATE will:

1. Put our region at the centre of conversation around clean energy infrastructure and generation
2. Showcase the assets and opportunities in our region via GENERATE and partners channels, amplifying clear unified messages, based on facts and backed by statistics.
3. Leverage the knowledge and passion of our stakeholders to innovate and facilitate energy projects in Norfolk & Suffolk.
4. Increase awareness about GENERATE and the energy sector in the region via digital channels and a new virtual platform.
5. Investigate and develop a comprehensive data management process, to support the supply chain and enhance communications (excel, CRM or other)

How we'll achieve this: (Strategic Delivery Plan)

1. Putting the region at the centre of the conversation around clean energy infrastructure and generation
 - i. Participation in sector specific industry events e.g.; Global Offshore Wind, Southern North Sea Conference. Looking to secure speaker opportunities where appropriate.
 - ii. PR campaigns; ahead of events to promote our attendance and key messages.
 - iii. Print and digital advertising; including Insight Energy, 4C Offshore website, ReNews.
 - iv. Creation of a branded virtual platform; to host 'ted style' talks about the regions energy sector, also invite other regions and offer platform to stakeholders or supply chain to use.
2. Showcase the assets and opportunities in our region via GENERATE and partners channels, amplifying clear unified messages, based on facts
 - i. Creation and maintenance of a cohesive marketing message matrix highlighting opportunity and assets backed by statistics for use by partners and regional stakeholders.
 - ii. Print and digital advertising; including Insight Energy, 4C Offshore website, ReNews.
 - iii. Creation of an Energy Prospectus for an inward investment audience
 - iv. Video marketing; multiple videos created on a regular basis to promote and support other marketing activity
 - v. Stakeholder engagement; regular meetings and close working relationship with relevant parties including; EEEGR & Norfolk & Suffolk Unlimited
3. Leverage the knowledge and passion of our stakeholders to innovate and facilitate energy projects in Norfolk & Suffolk
 - i. Stakeholder engagement; regular meetings and close working relationship with relevant parties including; EEEGR & Norfolk & Suffolk Unlimited
 - ii. Participation in sector specific industry events e.g.; Global Offshore Wind, Southern North Sea Conference. Looking to secure speaker opportunities where appropriate.
 - iii. Project management; Support & embedded into the project teams to identify opportunity, where appropriate take on and deliver projects that will promote the energy sector in the region, identify and promote clean energy initiatives for businesses in the region
4. Increase awareness about GENERATE and the region's energy sector via digital channels and a new virtual platform
 - i. Creation and maintenance of a cohesive marketing message matrix highlighting opportunity and assets backed by statistics for use by partners and regional stakeholders.
 - i. Video marketing; multiple videos created on a regular basis to promote and support other marketing activity
 - ii. Stakeholder engagement; regular meetings and close working relationship with relevant parties including; EEEGR & Norfolk & Suffolk Unlimited
 - iii. Branded virtual platform; to host 'TED style' talks about the regions energy sector, also invite other regions and offer platform to stakeholders or the region's supply chain to use
 - iv. Creation and launch of new website with refreshed content providing a modern 'shop window' for the region
5. Investigate and develop a comprehensive data management process, to support the supply chain and enhance communications (excel, CRM or other)
 - i. Process agreed to capture and record data, track leads and updates
 - ii. Store supply chain data for communication activity and promotional activity

KPIs and Measurables

Events

- Social media, website stats and specific targets bespoke to each event

- Networks and data gathering
- Lead generation – 20 strong leads per annum and 100 new or updated business details

Social Media

- Increase Twitter followers to 500 and LinkedIn followers to 1000 by end of 2021
- Increase average engagement rate by post by 20% (Twitter engagement rate = total engagements/total impressions x 100, LinkedIn engagement rate = interactions + clicks + new followers / number of impressions)

Brand Awareness

- Google analytics results to review website visits, duration and pages viewed
- Presence on relevant digital platforms every month in 2021 from launch
- Press coverage with regional publications on a monthly basis as a minimum
- GI Talks occurring- minimum 2 within 2021
- Number of participants/views of GI talks
- Adoption by partners/stakeholders by brand featured on website and link back to GENERATE website

Marketing Activity

The brand was launched on social media in August, together with a new website, activity will focus on raising awareness of the new brand ahead of the resumption of the physical events in Autumn 2021. There will be different layers of the launch and subsequent marketing activity with objectives for each summarised below.

Activity	Objective
Digital/Virtual event attendance	Promotion and exposure of the brand to the energy sector, start a conversation about the region's energy assets, opportunities
Physical event attendance	Starting in Autumn, large scale visibility of the brand to the energy sectors, lead generation, data gathering
Digital/virtual platform	Creation of a branded platform that can be used by GENERATE and its partners to promote the opportunities and assets in region
New website	A modern, relevant and easy to navigate site is live with content to cover all the assets, opportunities in the region, generate leads and enquiries
Prospectus printed/live	A new annual prospectus is created to reflect the opportunities within the region targeted at an inward investment audience to attract leads
Digital and print advertising	Advertise the new brand to the wider national market, creating increased visibility for the brand so it begins to resonate adding additional exposure to the new brand
Social Media	Ensure new and relevant content is posted regularly to increase engagement
PR	PR specialist engaged to focus on lobbying, press, promotion

Resource

In order to deliver this strategy a dedicated resource is required to oversee marketing activity, event planning, data management and project delivery, this would be in addition to the existing All-Energy Business Development Manager contribution.

Summary

With the focus on clean growth and energy there is a huge opportunity to bring jobs, investment and funding to the region. With continued and consistent messaging to government and wider industry, GENERATE will embed itself as a regional energy brand, and the East of England recognised as the home to clean energy generation and innovation.

GENERATE will work to leverage the support of, and encourage collaboration, across all stakeholders to work towards realising the region's vision and its related benefits and positive impacts which will be far reaching, not just within the energy sector. It is in all our interests to collaborate and support one voice, one clear set of messages to our audiences.

This plan outlines how GENERATE will go live into the marketplace and build the foundations on which GENERATE can grow. The next stage of this project will be to identify and focus on the tangible projects and opportunities that can really benefit the area and build bespoke campaigns around each one to ensure their success.

Appendix 1 – AEIC Cohesive Marketing Messaging Matrix

PDF removed and provided as an Annex

Appendix 2 - Alignment with Norfolk & Suffolk Unlimited

As an important stakeholder and key element of the wider inward investment piece for the region, all GENERATE activity and messaging will align and compliment the work that Norfolk & Suffolk Unlimited are doing to promote the region as UK's clean growth region. Looking to amplify and support the mission of, and messaging around clean energy;

- To become the preferred place to work, invest and grow a business in the global market where clean growth is embraced and encouraged.
- Championing the UK's clean growth region facilitating business growth and attracting talent and investment with a focus on clean energy sectors
- Norfolk & Suffolk is well-placed to front the clean growth revolution
- The UK's leading producer of renewable and low carbon energy and a significant producer of low carbon goods and services.
- It is a testbed for innovation in industries such as farming and food production, transportation and construction which need to reduce their carbon footprint and adapt to a changing climate

Appendix – full SWOT

The key findings of the research around the EEEZ brand were;

- The EEEZ brand needs to be retired and a new brand introduced to reflect a new mindset and the changing energy sector focused on low carbon and net zero targets
- The East of England/East Anglia / Norfolk & Suffolk all have supporters and detractors, in addition they are very clumsy to try and incorporate into a brand visual identity, the consensus is to remove geographical reference to the name and use within tag line(s)
- Almost as soon as the project began it was clear that the brand should represent all energy not just offshore wind
- Visually within the region this is a very busy marketplace; EEEGR, Norfolk & Suffolk Unlimited, Hydrogen East, LA's etc and so the brand must stand out without getting confused with other brands whilst not conflicting with others
- There are several roles that this brand needs to adopt and so needs to be a multi positioned brand in order to achieve it's aims
- In addition to the inward investment element of the project the research also identified the need to address and communicate with local communities to ensure they are aware of the benefits that the energy sector brings to the region.
- The region already has a 'place' brand, Norfolk & Suffolk Unlimited, that aims to attract inward investment, it's important that the brand works closely with, and compliments Norfolk & Suffolk Unlimited.
- There needs to be flexibility within the visual identity to enable it to be tailored for each energy sector when appropriate.

SWOT ANALYSIS	
PRODUCT	<p>Regions unique energy production mix: Offshore Wind, Oil & Gas, Nuclear, onshore renewables</p> <p>Location: proximity to Southern North Sea (SNS) existing and planned energy developments, versatile ports. At heart of Europe's offshore wind region</p> <p>Dedicated energy supply chain able to work across entire energy sector</p>

	<p>East Anglia - a great place to live and work. High quality environment, affordable, good schools, colleges and universities, low cost operating base (land and buildings)</p> <p>Skilled energy workforce and world class energy training facilities (UEA, FE Colleges, Energy Skills Centre, multiple specialist skills providers)</p>
AUDIENCE	<p>Energy developers, operators</p> <p>Tier 1 OEMs (Original Equipment Manufacturers)</p> <p>Tier 1/2 Construction and O&M businesses from other UK regions, Europe and further afield</p> <p>SMEs in support and supply chain from all across UK</p> <p>UK Government – We are overlooked in favour of other regions and clusters e.g. Northern Powerhouse, Midlands Engine etc</p> <p>Key influencers – MP's, media, energy industry leaders, national and international trade organisations</p> <p>Overseas governments who may be considering partnership or investment opportunities</p> <p>Key Stakeholders – our own industry (education of)</p> <p>Educators and general public (at a local level too)</p>
STRENGTH	<p>Strong, diverse energy mix</p> <p>55+ years of SNS offshore gas experience (construction, operations, maintenance and decommissioning)</p> <p>Logistics by sea and air</p> <p>Proximity to offshore windfarm sites / a deep water outer harbour in Great Yarmouth (relevant to offshore industry)</p> <p>Innovation & Academic network - UEA, Cambridge, UCS, TWI, CEFAS, Skills for Energy, Hethel Innovation, Innovation Martlesham, OrbisEnergy</p> <p>Bacton Gas Terminal, Sizewell B and planned Sizewell C Nuclear Power, offshore wind of total UK capacity, Space for solar and energy from waste</p> <p>Largest offshore wind market in the world (Over 50% of UK operating capacity) - sailing times from GY / Lowestoft ports are competitive - diverse port offer - Port owner operators (Peel and ABP) understand offshore energy market and prioritise these markets</p> <p>Skilled energy workforce and world class energy training facilities (UEA, UCS, FE Colleges, Energy Skills Centre, multiple specialist skills providers)</p> <p>Significant developers have O&M bases in region (SPR, SSE, Innogy, Equinor)</p>
WEAKNESSES	<p>Lack of decisions in a timely manner means lack of pace on projects and lack of unified voice - e.g. onshore planning decisions</p> <p>Road and rail connections still poor (there's an opportunity/strength in here too in so far as both GY and Lowestoft are likely to both get new river crossings (c. £180m), Lowestoft's is now approved by Govt. GY going through process - this demonstrates things are happening</p> <p>Brand and product blur - no one knows exactly what, where, who - nature of diverse economy in region (region not renowned for one thing or energy)</p> <p>We don't shout about what we do, have done or are planning on doing</p> <p>Lack of energy Head Quarters in region - significant decisions are made elsewhere</p> <p>There is a lack of visibility at national level</p> <p>Poor communication - internally and externally</p>
OPPORTUNITIES	<p>Strong, diverse energy mix: Only region in UK with all 3 main energy types being produced, build on this and promote the fact & importance of our energy production to the country</p> <p>UK Government net zero target and the region's role in clean growth agenda (the journey to net zero and decarbonisation of existing infrastructure)</p> <p>To be an exemplar for a whole region (East Anglia) integrated energy system that delivers on Clean Sustainable Growth</p> <p>Massive growth in offshore wind (RENEWABLES IN GENERAL) and new nuclear and energy transition</p>

	<p>Decommissioning of SNS gas assets, repowering/upsizing of ageing offshore wind farms, electrification of gas platforms, gas to wire</p> <p>Hydrogen, Biomass, Solar, Nuclear/battery storage also transmission, distribution and consumption</p> <p>Further port expansion and development (GY and Lowestoft) for offshore energy (inc. infrastructure improvements Third River Crossings c.£180m investment)</p> <p>Financial incentives for inward investment and expansion through Enterprise Zone status</p> <p>World class Research, Development and Innovation including ORE Catapult in region (Universities, ICT/Digital, Sector coupling)</p> <p>OW supply chain opportunities through East Anglia Hub (SPR), Norfolk Boreas/Vanguard (Vattenfall), existing extensions (Equinor, SSE, Innogy)</p>
THREATS	<ol style="list-style-type: none"> 1. Competition from European low countries (Denmark, Netherlands, Belgium etc) Construction, O&M in UK waters can be serviced from well-equipped ports in these countries 2. Competition from other UK Ports and regions and risk posed by Northern focus / Govts levelling up agenda 3. Strength of public argument against onshore cable routes and substations in region and fragmented Local Authority support 4. Not getting investment for Port development/extension - Port operators will invest in their own ports, but a real threat is the lack of investment in infrastructure to get to/from energy related ports 5. Missing the opportunity by either not moving quick enough or political bias to other ports/regions 6. Reduction of UK content should CFD protection be removed 7. Each energy area acts in silo, diluting message and strength of the sector in East Anglia 8. Being too internally focused instead of external focussed (geographically & organisation wide) means we don't always target the right new audience
MESSAGES	<p>Collaborative and joined up thinking across the region (e.g. AEIC, EEEGR)</p> <p>The region is open for business in the energy sector, can be innovative and aspirational</p> <p>The diverse and unique energy mix, transferable skill sets & strength of the existing supply chain.</p> <p>We're leading energy business: Supported by facts 16 windfarms, 1074 turbines, generating 4.6 Gw of power, %age of installed capacity, %age of 40GW by 2030, Contribution to UK PLC</p> <p>Pathway to clean(er) energy</p> <p>Cluster of world leading local, national and international companies in region with space to grow / for investment as well as world class UK academic and research institutions</p>
ACHIEVEMENTS TO DATE	<p>Leaders in energy production</p> <p>Collaborative energy supply chain</p> <p>Energy support infrastructure</p> <p>Experienced and sustainable</p> <p>World leaders in clean energy</p>
AMBITIONS / THE FUTURE	<p>Aspirational / transformational (e.g. in energy transition)</p> <p>Growth - indigenous energy production, exports, high value careers for local community</p> <p>Recognition as a clean energy exemplar nationally and internationally</p> <p>Hosts to clean energy / decarbonisation pilot projects, innovations, world class R&D, academic research</p>

Over arching key messages and statistics for the region

1. Norfolk and Suffolk is a leading clean growth region in the UK's evolution to net zero, **with £138 billion capital investment** in energy and low carbon projects across the East of England by 2050.
2. Gas is the UK's low carbon transition fuel. Coal-to-gas substitution in power generation has led to CO2 emission reductions. Gas will continue to be an important part of the energy mix as the UK transitions to a net-zero energy system. **A third of UK gas** comes from the Bacton Gas Terminal. The Southern North Sea gas basin and Bacton Gas Terminal can play a critical role in the UK's **energy transition**.
3. Norfolk and Suffolk is the **UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region**. In 2020 **4.6GW** of the UK's 10.4GW of offshore wind generating capacity is in the Southern North Sea (44%), enough energy to power **4.3million UK homes**.
4. **Nuclear power is strategically important to UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future**. Sizewell C will support around **70,000 job in the UK** during its construction phase, enable **1500 apprenticeships** and create **900 permanent operational jobs** to run the power station.

PROJECTS

- Offshore Wind
 - Norfolk Vanguard is currently subject to redetermination by the Secretary of State and we anticipate a consent decision for Norfolk Boreas in 2021
 - East Anglia Hub is Scottish Power Renewables and consists of;
 - **East Anglia THREE** - Consent for the project was received on 7th Aug 2017
 - **East Anglia Two** - the application was submitted to the Planning Inspectorate in October 2019. The Examination closed on 6 July 2021.
 - **East Anglia ONE North** - the application was submitted to the Planning Inspectorate in October 2019. The Examination closed on 6 July 2021.
- Hydrogen
 - Bacton Hydrogen Hub looking to develop a clean energy demonstrator project (blue hydrogen)
 - EDF looking at green hydrogen demonstrator project at Sizewell B
 - Freeport East have plans to produce 1GW of hydrogen (20% of UK's 5GW target)



GAS

Gas is the UK's low carbon transition fuel. Coal-to-gas substitution in power generation has led to CO2 emission reductions. Gas will continue to be an important part of the energy mix as the UK transitions to a net-zero energy system.

- Between 1970 and 2000, the UK's transition from coal by gas led to a **20% fall in CO2 emissions**. Kickstarting the energy transition.
(Source: UKERC The future role of natural gas report (Feb 2016))
- £5.3 billion Forecast new Southern North Sea gas investment to 2050 (Source: Opergy)
- There remains **5 trillion cubic feet** of untapped natural gas in the Southern North Sea. 100 gas fields, over 150 gas platforms and 4,500km of pipelines.
- £2.5 billion is the forecast value of decommissioning redundant Southern North Sea gas assets to 2030 (Source: OGA UKCS Decommissioning Cost Estimate 2020 report)

STATISTIC

- 30% of UK gas comes from the Bacton Gas Terminal. The Southern North Sea gas basin and Bacton Gas Terminal can play a critical role in the UK's energy transition.

PROJECTS

Bacton energy hub

The OGA commissioned Progressive Energy to undertake a study to consider the Bacton Catchment Area, analysing the key end users to define how the Bacton Catchment Area hydrogen market might emerge and generating an indicative future hydrogen demand profile for the region. Based on this analysis, the study has identified credible routes to hydrogen production to meet this demand and has framed the directional value-add that hydrogen could unlock.

Sizewell C Demonstrator project

Sizewell C is launching a demonstrator project to produce hydrogen powered by electricity from neighbouring Sizewell B. Initially, a 2MW electrolyser could potentially produce up to 800kg of hydrogen per day (or c. 290,000 kgs per year). This will be scaled up to meet demand. The hydrogen produced could power vehicles and machinery to lower emissions during the construction of Sizewell C. Hydrogen from this demonstrator could also be used for some public transport, such as local buses



OFFSHORE WIND

Norfolk and Suffolk is the UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region.

- **44%** of the UK's offshore wind generating capacity is in the Southern North Sea, the highest in the UK. **16 windfarms, 4.6GW, 1073 turbines.**
- The growth in offshore wind off the coasts of Norfolk and Suffolk could create **6,150 full time jobs by 2032.**
- 30% of UK offshore wind projects with **planning consent** are in the Southern North Sea. **59%** of UK projects which have **submitted consent** applications are in the Southern North Sea.
- In 2020, the Southern North Sea's offshore wind project pipeline is **8.3 GW to 2030**, comprising of **5 new build projects** and **4 extension projects**. (Source: 4C Offshore 2020)

STATISTIC

In 2020 **4.6GW of the UK's 10.4GW** of offshore wind generating capacity was in the Southern North Sea (44%), enough energy to power 4.3million UK homes.

PROJECTS

O&M Campus - Norfolk County Council, Great Yarmouth Borough Council and NALP have recently announced £18 million of funding to deliver an offshore energy O&M campus. Redeveloping vacant parts of land owned by Great Yarmouth Borough Council, the Crown Estate and Peel Ports this is a positive response showing plans for investment within Norfolk and for the offshore wind sector. The project is due to start construction Autumn 2021.

Business Incubator - Great Yarmouth Borough Council are leading the delivery of a business incubator facility providing shared workspace and innovation facilities for SME and start-up businesses supporting the delivery of the energy industry. The facility will provide the space to co-locate and work with similar organisations with affordable, adaptable and flexible workspaces enabling knowledge sharing and collaboration between employers. Located on South Beach Parade the Incubator will form an important cluster of businesses in Great Yarmouth, increase employment, entrepreneurial opportunities and will benefit from its proximity to the energy sector hub located nearby.

PowerPark – PowerPark is an exciting regeneration project which will be the heartbeat for the regions offshore renewables, engineering, and maritime industries. Situated in an area that covers Lowestoft's port, dock, and industrial area. The vision for the PowerPark is to create a cluster of energy related businesses which build upon the success of existing businesses and activities in the area which have an international presence in this industry across the East of England. This will maximise opportunities for all to benefit from the growth of this industry, shaping the area positively for decades to come. The PowerPark will be full of life with the energy of the wind as sea a driving force for the local economy, it will be a catalyst to boost employment and high skilled roles within the local area. The buildings and infrastructure will act as an exemplar of sustainable methods including showcasing power supply through renewable options, giving affirmation back to the energy related businesses in the area.

Vattenfall is planning two offshore wind farms off the coast of Norfolk Vanguard is currently subject to redetermination by the Secretary of State and we anticipate a consent decision for Norfolk Boreas in 2021

ScottishPower Renewables is proposing to construct its future offshore windfarms, as a new '**East Anglia Hub**' consisting of;

1. **East Anglia THREE** - Consent for the project was received on 7th Aug 2017.
2. **East Anglia Two** - the application was submitted to the Planning Inspectorate in October 2019. The Examination closed on 6 July 2021.
3. **East Anglia ONE North** - the application was submitted to the Planning Inspectorate in October 2019. The Examination closed on 6 July 2021.



NUCLEAR

Nuclear power is strategically important to UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future.

- Sizewell B generates low carbon electricity for **2.2 million homes**. Sizewell C will produce low carbon electricity for **6 million homes**.
- Sizewell C will save **9 million tonnes of carbon emissions** each year compared to a gas-fired power station.
- Up to **£4.5BN** will be invested in the **East of England** over the lifetime of Sizewell C.
- Sizewell C is expected to meet **7% of the UK's energy** needs when operational. (Source: EDF Energy)

STATISTIC

Sizewell C will support around **70,000 job in the UK** during its construction phase, enable **1500 apprenticeships** and create **900 permanent operational jobs** to run the power station.

There are three principle ways of producing clean hydrogen.

1. Green is made from water, using electrolyzers powered by wind energy
2. Blue is made from natural gas, using renewable energy to strip the carbon from the methane (reforming) and then sequestering it using Carbon Capture and Storage techniques
3. Pink uses the same electrolysis process as green but is driven by nuclear power

PROJECTS / UPDATES

EDF's application for development consent for the Sizewell C Project was submitted to the Planning Inspectorate on 27 May 2020 and accepted for examination on 24 June 2020 (Application Reference: EN010012). An Examining Authority was appointed on 30 June 2020 to examine the Application and the examination is due to close on 14 October 2021. The Examining Authority will then submit a report to the Secretary of State who will decide whether or not to grant a Development Consent Order for the Sizewell C Project.



WHOLE ENERGY SYSTEM

Norfolk and Suffolk has the capability, connectivity, and capacity to be a global exemplar in energy systems integration and to lead whole energy system thinking.

- 480MW of onshore wind is installed in the East of England over **883 sites**.
- 2GW of Solar PV is installed in the East of England. **563MW of Bioenergy** is produced over **181 sites** in the East of England.
- The UK's energy system will move from **500** significant actors to **50 million** actions and assets both drawing on and delivering energy. (Source: ReCOSTING ENERGY)
- BT Group's global R&D headquarters in Suffolk is the UK's leading patent filer for **Artificial Intelligence** (86 patent families).

STATISTIC

The UK's energy system will move from 500 significant actors to 50 million actions and assets both drawing on and delivering energy.

GENERATE Strategy Delivery Plan

The GENERATE strategy provides the framework for the launch and embedding of the new energy brand objectives and realisation of outcomes.

Objectives

1. Put our region at the centre of conversation around clean energy infrastructure and generation, maximising its visibility to Government/investors and enabling it to compete effectively with established locations
2. Showcase the assets, capabilities and opportunities in our region via GENERATE and partners channels, amplifying clear, consistent, fact-based messaging
3. Leverage the knowledge and passion of our stakeholders to innovate and facilitate energy projects in the region
4. Increase awareness about GENERATE and the energy sector in the region via digital channels and a new virtual platform
5. Investigate and develop a comprehensive data management process to support the supply chain and enhance the impact of communications

Outcomes

1. £5 million inward investment in pipeline, i.e. active inward investment enquiries of a value of at least £5m are being managed by stakeholders.
2. 50 new jobs created in the clean energy sector and target area per annum, i.e. documented growth of the sector, reflected in the creation of 50 new positions
3. 50 new apprentice opportunities created, i.e. documented investment in skills/workforces, reflected in the creation of 50 new apprenticeships.
4. The target area's position as a world leader in clean energy is consolidated, i.e. its visibility to Government/investors is enhanced and it is able to compete credibly and effectively with other established locations.

The nature of the energy sector continues to change, and we will be playing an active role in promoting the opportunities and assets that will allow businesses to thrive. The borough's offshore energy industries, in particular Operations & Maintenance, have the potential to grow further, resulting in more jobs and opportunities for local people as well as bringing investment to the borough and region.

GENERATE has worked with the delivery team and wider stakeholders to refresh the existing EEEZ brand and created a new coherent, coordinated and collectively owned energy brand for the region, with the objective to help to foster necessary condition and success factors to attract new energy-related inward investment to the area.




Cross Cutting Themes

	Stakeholder Engagement & Endorsement		Generate Awareness		Lead Generation & Data Management
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Putting our region at the centre of conversation around clean energy infrastructure and generation, create leads, jobs, opportunity, and bring investment into the region

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
- 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
- Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47

	Aim	Outcomes	Progress	Cross Cutting Themes		
						
1.1	Create, distribute and maintain a new prospectus to highlight the investment opportunities and assets in the region	<ul style="list-style-type: none"> • Comprehensive document created with, and signed off by, all stakeholders including the ports, EEEGR, AEIC and Sizewell C • E-edition and PDF versions created and distributed in current 'work from 	<ul style="list-style-type: none"> • Prospectus printed, e-edition and PDF created • PDF available on website • Mailing list is being collated • Prospectus will next be reviewed in Summer 2022 • Views and downloads will be measured via Google analytics and reported on 	✓	✓	✓

		<p>home' environment with option to request a hard copy</p> <ul style="list-style-type: none"> An annual inward investment document available to all inward investment teams and advisors in the region to attract active inward investment enquiries from national/international markets 				
1.2	Develop a new website focusing on the opportunities for and assets in the region	<ul style="list-style-type: none"> New Website live with new content CMS access and training completed so that site can be easily updated Investment enquires generated through online form or email 	<ul style="list-style-type: none"> Site live with analytics live, reporting and stats available from September Training and log in requested from PB 		✓	✓
1.3	Generate awareness of the new brand and leads at physical events.	<ul style="list-style-type: none"> Create an event calendar and propose 6-month plan for physical attendance Plan and coordinate event attendance with delivery group Create a 5-week communication plan surrounding events to promote and generate interest about our stand Leads and date generated and added to pipeline 	<ul style="list-style-type: none"> Events calendar in place, working document as events keep moving and travel restrictions means it's hard to commit to any international events GOW stand booked and communication plan in place. Wind Week is the next event in November and currently working with EEEGR to pull together a collaborative plan 	✓	✓	✓
1.4	Host physical and virtual events, create a virtual platform that can be used by GENERATE and partners to promote the region and attract investment	<ul style="list-style-type: none"> Provision of at least 6 supply chain events (virtual or physical) hosted each year to promote mentoring and collaboration An annual virtual event hosted from 2022 to target inward investment nationally (in collaboration with EEEGR). Leads generated and added to pipeline 	<ul style="list-style-type: none"> Project group set up to incorporate EEEGR who will be partners in this Plan to host first virtual event in Wind Week In talks with EEEGR around further partnership on physical event in 2022 (SNS now moved to March 2022) 	✓	✓	✓
1.5	PR and lobbying campaign in place	<ul style="list-style-type: none"> Appoint a PR partner PR campaign in place for GOW and Wind Week Investment enquiries generated 	<ul style="list-style-type: none"> Tender went out in August and partner appointed in September Kick off meeting in September 	✓	✓	✓

1.6	Establishment of new data management processes whereby all leads are assessed, handled and assigned to appropriate key account managers, with robust systems in place to track and record enquiries/leads, requirements, and pipeline investment opportunities;	<ul style="list-style-type: none"> • Data management/lead tracking process in place • Monthly meetings with partners who have leads assigned in place • Agreed dashboard in place for performance tracking • Completion of research to map out, characterise and quantify supply chain opportunities and gaps within it, working with Aura where appropriate • Ongoing impact monitoring; regular reporting of KPIs set out the Marketing Strategy to provide an indication of performance against specified outputs and outcomes 	<ul style="list-style-type: none"> • Draft data management process in place, to be shared and agreed ahead of GOW • Excel spreadsheet set up, next stage to add in front end dashboard • Data gathering process in place for GOW • Had initial talks with AURA and follow up scheduled in October 	✓		✓
1.7	Establishment of an updated and improved supply chain matrix with a portal and searchable directory accessible via a new GENERATE website	<ul style="list-style-type: none"> • Work with partners to review data on current matrix to ensure it's up to date and correct • Investigate options to make the data more accessible and user friendly and present 3 options, including costs and timelines to FAG / Delivery group 	<ul style="list-style-type: none"> • Current focus is on the quality of the data, working with GYBC business advisors to check data is correct, will be reaching out to other partners in coming weeks • The LEP has a CRM that councils have access to, this is in the process of being audited, will look to work closely with LEP to see if / how we can utilise this data/CRM • Speaking with Production Bureau to ask for their digital solutions 	✓	✓	✓
1.8	Adoption of the GENERATE brand by all energy projects and promotional activities within the target area.	<ul style="list-style-type: none"> • Signage in place at all energy project locations • Marketing material created for all energy projects where required • Hosting virtual / physical events to promote each project where appropriate 	<ul style="list-style-type: none"> • Small subgroup created to look at list of all projects to be branded • PB looking at creative solutions • First projects to have material created will be the O&M campus and PowerPark, draft copy in process of being created 	✓	✓	
1.9	Ensure there is a consistent and regular communication with all stakeholders to ensure shared news/knowledge	<ul style="list-style-type: none"> • Regular meetings with key stakeholders • Bi-monthly newsletters to stakeholders/supply chain 	<ul style="list-style-type: none"> • Regular meetings in place with AEIC, N&S Unlimited, EEEGR, ORE Catapult • Adhoc meetings in place with Sizewell C, Greater Eastern Energy Hub • On the project team for Decarbonisation Academy 	✓	✓	✓

			<ul style="list-style-type: none"> Working with EEEGR to ensure GENERATE has a presence on all relevant SIGS 			
2.0	Ensure the brand is visible to potential investors and part of the wider energy conversation	<ul style="list-style-type: none"> Quarterly advertising plan in place to cover digital and print advertising Social Media Content plan in place with minimum 4 weeks content planned Reporting and measurements in place to assess ROI for each advert 	<ul style="list-style-type: none"> Adverts booked for Aug-Oct in Insight Energy and on 4C Offshore, looking at additional advertising around Wind Week Content plan in place until end of September 		✓	✓
2.1	Create a set of cohesive marketing messages for the regions energy sector	<ul style="list-style-type: none"> Set up focus groups with stakeholders to collate facts Research the market to find out what data is out there Cohesive set of messages created in a user-friendly format and distributed to partners 	<ul style="list-style-type: none"> Multiple focus groups and meetings took place to cover each energy sector Initial list of facts and statistics distributed and agreed by AEIC and other stakeholders Messages created for each audience, agreed, and approved PDF document created and distributed to internal partners for reference and use 	✓	✓	✓

Acronym List

GYBC – Great Yarmouth Borough Council
 EEEGR – East of England Energy Group
 GOW – Global Offshore Wind Conference
 AEIC – All Energy Industry Council
 LEP – Local Enterprise Partnership
 N&S Unlimited – Norfolk & Suffolk Unlimited
 SIGS – Special Interest Groups