



GREAT YARMOUTH
BOROUGH COUNCIL

Economic Development Committee

Date: Monday, 19 July 2021

Time: 18:00

Venue: Assembly 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 | <u>MINUTES</u> | 4 - 11 |
| To confirm the minutes of the meeting held on 7 June 2021. | | |
| 4 | <u>FORWARD PLAN</u> | 12 - 12 |
| Report attached. | | |
| 5 | <u>OFFSHORE WIND COMPETIVENESS PROJECT - GENERATE BRAND UPDATE</u> | 13 - 18 |
| An update will be given by Julian Munson, NALEP. | | |
| 6 | <u>ENTERPRISE ZONE - LOCAL ENTERPRISE PARTNERSHIP UPDATE.</u> | |
| A presentation will be given by Julian Munson, NALEP. | | |
| 7 | <u>TRANSPORT EAST TRANSPORT STRATEGY</u> | 19 - 36 |
| A presentation will be given by Andrew Summers, Strategic Director. | | |
| 8 | <u>ANY OTHER BUSINESS</u> | |
| To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration. | | |

9 EXCLUSION OF PUBLIC

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

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

**10 GREAT YARMOUTH TRANSPORT & INFRASTRUCTURE
STEERING GROUP MINUTES**

Details

11 GREAT YARMOUTH TOWN CENTRE MASTERPLAN MINUTES

Details



Economic Development Committee

Minutes

Monday, 07 June 2021 at 18:00

Councillor Plant (in the Chair); Councillors Candon, Cordiner-Achenbach, Freeman, Lawn, Mogford, Price, Talbot, Wainwright, B Walker, C Walker & A Wright.

Councillor Annison attended as a substitute for Councillor P Hammond.

Mr D Glason (Director of Planning & Growth), Mrs M Burdett (Head of Inward Investment), Mrs V Mallender (Economic Growth Manager), Mrs S Wintle (Corporate Services Manager) & Mrs C Webb (Executive Services Officer).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor P Hammond.

2 DECLARATIONS OF INTEREST

Councillor Cordiner-Achenbach declared a personal interest in item 6, Kickstart Programme update, as she had a Kickstart placement at her business.

However, in accordance with the Council's constitution, she was allowed to both speak and vote on the item.

3 MINUTES

The minutes of the meeting held on 1 March 2021 were confirmed.

4 FORWARD PLAN

The Committee received and noted the Forward Plan.

RESOLVED:-

That the Committee note the Forward Plan.

5 BUSINESS ENGAGEMENT PLAN

The Committee received and considered the report from the Head of Inward Investment and the Economic Growth Manager.

The Head of Inward Investment reported that there was a clear need to establish and sustain an interface between the Council and local businesses – an ongoing dialogue that would a) inform Council policy, prioritisation and strategic decision making in respect of the local economy, b) identify opportunities for Council intervention (e.g. inward investment facilitation) at an enterprise level, c) pulling in and signposting/facilitating as much of the business support out there, locally, as possible, and d) identifying gaps in provision, barriers to growth.

The Head of Inward Investment reported that this paper presented to Members an overview of and introduction to a Business Engagement Plan, setting out the objectives and priorities in establishing and sustaining an interface and dialogue with local businesses. Outputs for activities would be monitored and reported to Members against on an ongoing basis in line with regular reporting against the Council's Economic Growth Strategy.

Councillor A Wright reported that the Council had disbanded the Great Yarmouth Marketing Initiative (GYMI) which had provided a similar conduit when it had been introduced in the 1990's, it too had been business lead and had consisted of five core strands. Councillor Wright was pleased that common sense had prevailed and a business engagement plan would be undertaken and he congratulated the officers on an excellent report. The Chairman reported that he had been instrumental in the demise of GYMI when Enterprise GY had been launched.

Councillor Price reported that he welcomed the report which was very sound and he congratulated the officers for producing an excellent report. He recommended that the Councillors should not dwell on the past but should look forwards. Councillor Price reported that the input of one-man bands and small to medium enterprises would be key to the development of a successful business engagement plan.

The Head of Inward Investment reported that these groups would be included in the plan as they could provide a wealth of intelligence, especially in regard to the tourism and hospitality trade.

The Chairman referred to page 15, paragraph 7 of the report, which highlighted NWES as a body to be engaged with. The Chairman asked for the reference to NWES to be removed, as they were encountering issues in the west of Norfolk.

The Chairman referred to page 15, paragraph 9 of the report, which highlighted the risk implications. The Chairman reported that the issue of furlough was indeed a risk and asked officers to consider how to best support residents back into work.

Councillor Wainwright reported that he agreed with Councillor Wright and he welcomed the report. However, he was concerned that one-man bands would not have the time to become involved in the formation of the business engagement plan. Councillor Wainwright reported that the shortage of chefs and bar staff was the direct result of Brexit, as opposed to the pandemic.

The Head of Inward Investment reported that the intention was not to replicate a body to act as a conduit but to create a format to get information across to businesses which was relevant to their needs, for example, funding streams and sectorial policy changes.

Councillor Candon commended the officers on an excellent report and welcomed the positive steps forward on the path to Covid19 recovery.

The Chairman asked that the current unemployment figures for the town be circulated to the Committee as this would be useful information. The Head of Inward Investment reported that she would ask the Funding and Regeneration Manager to forward the statistics.

The Chairman referred to paragraph 10.1 of the report and highlighted that the

officers should take the views of the committee on board when finalising their next steps. The Head of Inward Investment highlighted that the plan would be business lead and would feed in to initiatives such as the Levelling-Up fund. Comments from the Committee would be taken on board and when all the strands had been pulled together, the plan would be brought back to the Committee for endorsement.

RESOLVED:-

That the Committee have reviewed and commented on the content of the Business Engagement Plan.

6 KICKSTART PROGRAMME - PROGRESS UPDATE

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

The Economic Growth Manager reported that the Kickstart Scheme was a national government £2 billion scheme to create hundreds of thousands of high quality 6-month work placements for young people aged 16-24, who were claiming Universal Credit. It was launched on the 4th September 2020, after the Chancellor announced the Kickstart Scheme as part of the Plan for Jobs. Businesses of all sizes who were registered with Companies House or the Charities Commission looking to create quality jobs for young people could apply to create new 6-month job placements for young people who were currently on Universal Credit and at risk of long-term unemployment. The job placements should support the participants to develop the skills and experience they need to find work after completing the scheme.

The Government provided a wage subsidy to cover National Minimum Wage and national insurance for a minimum of 25 hours a week for 6 months, which was approximately £6,500 for the 6 months and employees were eligible if they were either on Universal Credit or at risk of being long-term unemployed. Employers could choose to engage directly with the scheme or could use a representative 'Gateway' organisation. The scheme approval was effectively an eligibility test on the basis of; was the role new and not replacing an existing role, and were they providing sufficient wider employability support. Approved intermediaries/companies would share job descriptions with DWP, who took responsibility for sourcing possible candidates based on employers' requirements and available talent. Companies then interviewed to make the final hiring decision. A £1,500 grant was paid to the employer per employee, to support setup costs, support, training and wrap around employability support to assist the placement to gain employment following the placement. A £300 fee per placement, was available to representative organisations however, no fee was paid if the application was made directly. The DWP might make periodic assessments, including how far employability support was being provided.

The Economic Growth Manager reported that at the October 2020 Economic Development meeting, Members resolved not to act as a Gateway as an authority but to endorse the schemes' active promotion by council officers and, these arrangements were formalised shortly thereafter. Due to the extremely high levels of interest in the Kickstart initiative, the lead body managing the scheme (the DWP) had been overwhelmed with applications from Gateway bodies. As such, both DWP and Gateways were recording two sets of numbers; approved placements and live vacancies. Officers were working closely with all the key chosen Gateways to maximise all potential borough opportunities and promote the wraparound training service offered by East Coast College.

The Economic Growth Manager reported that there have been 3 Gateways approved as part of the Kickstart scheme in Norfolk – these were Norfolk Chamber of Commerce, Norfolk County Council and East Coast College. Officers were working closely with the chosen Gateways to maximise all potential borough opportunities and promote the wraparound training service offered by East Coast College. The scheme was launched locally on 22nd December 2020 with officers providing regular and continued promotion to the borough's businesses through a wide range of communication methods. Webinars had been conducted in partnership with the Chamber of Commerce and East Coast College and feedback from attendees had been positive.

The Economic Growth Manager highlighted that officers, in conjunction with Gateways, had been supporting businesses throughout their Kickstart journey, this engagement had been vital to ensure the appetite to offer placements remained high, as delays with the DWP in processing applications had been frustrating for the businesses.

The Economic Growth Manager reported that there were two sets of recorded data. Norfolk had achieved a good level of interest as a whole, and as such, the Gateways had achieved the following recorded up to and including April 2021:

- Norfolk Chambers of Commerce – 423 approved placements
- Norfolk County Council – 210 approved placements
- East Coast College – 108 approved placements
- University of East Anglia – circa 100 placements.

Confirmation from the key Gateway bodies indicated that Great Yarmouth had around 120 approved placements with circa 67 being live (from 61 businesses). As placements take around 2 months to become live from being approved – a 50% conversion rate was a good achievement.

Continued efforts to actively promote and educate the key benefits of Kickstart to businesses within the borough with an aim to increase number of positions remained key and only achievable through comprehensive engagement and communication activity aimed at identified businesses to ensure the

opportunity and benefits were fully understood. Partnered engagement, marketing and webinars with East Coast College would ensure those targeted, would be most suited to the scheme and highlight the wrap around support and training available for local businesses.

Great Yarmouth Borough Council currently had 6 applications with the DWP for customer service roles, with a view for the successful candidates to be identified as more department specific at the next stage. The suggested departments would include customer service, housing, inward investment, human resources, marketing and communications. Applications were made via East Coast College which processed smoothly but delays with the DWP approval system meant processing time would far exceed the current 4 weeks.

The Chairman reported that he had been informed that the DWP had taken on extra staff to deal with the Kickstart backlog of applications. However, he felt that there was an area of concern in regard to the young person having to contact the prospective employer by themselves as they might not have the confidence to do this alone.

Councillor Wainwright asked for confirmation that the Government has recently announced an increase in the start-up grant from £1500 to £3000. The Economic Growth Manager reported that she was unable to confirm this but would make further enquiries after the meeting. he also asked for confirmation as to how much funding was available in total and how long the scheme was proposed to run. The Chairman reported that the investment amounted to £2 billion. Councillor Wainwright reported that this amount would not last for very long across the whole of the country.

Councillor Wainwright reported that a family member had registered to take on a Kickstart placement but had only received one application to date. He asked whether the Gateways talked amongst themselves or whether they operated in isolation. The Economic Growth Manager reported that the gateways met regularly and that the pound per value placement equated to between £7-8k.

Councillor Cordiner-Achenbach reported that in her experience, the process had worked well. However, businesses were only able to advertise their roles through the Job Centre. She asked if the Council could step in and provide support young people to access this scheme after being unemployed for a long period of time and lacking in essential skills and confidence to access the job market.

The Chairman reported that it was the remit of Children's Services at NCC to support the 16-24 year olds. The Economic Growth Manager confirmed that the Gateways supported businesses and not the applicants through the placement process. However, she would feed these comments back to the Kickstart District Account Manager.

Councillor A Wright asked if there was a breakdown of providers, i.e. businesses or charities. The Economic Growth Manager reported that unfortunately this data could not be shared due to GDPR regulations.

Councillor Wright referred to the LGA Prosperity Report and urged all Councillors to read it, as it was sobering reading as Great Yarmouth was ranked 376 out of 376 in adult skills. The Chairman agreed that the level of deprivation in Great Yarmouth, Thetford, Kings Lynn and parts of Norwich was a really big issues and a conundrum that had troubled their Councils for at least twenty years. he asked whether schools were teaching the correct curriculum to prepare local young people for what local employers were looking for.

Councillor Talbot agreed with the Chairman and asked whether the Council could work more closely with the local education providers to ensure that school leavers knew how to write a CV and to give them interviewing experience. The Chairman reported that there were hundreds of well paid jobs in the town but, unfortunately, local people did not benefit from them as they went to qualified people who lived outside of the borough.

Councillor C Walker asked if Skills Nights or Jobs Fairs could be re-introduced by the Council and hosted at the Town Hall. The Chairman agreed that this suggestion should be further considered going forward.

Councillor A Wright suggested that the amalgamation of colleges to form East Coast College had been to the detriment of the town as it had resulted in loss of locality and connectivity. The College offered less courses and the catering offer had moved to Lowestoft which was a disadvantage to local students who were unable to travel to train due to their financial situation. The Chairman agreed that the loss of the catering college and Ambitions Restaurant had been a blow to the town.

Councillor Talbot agreed with Councillor Wright and the Chairman and was concerned that other courses may be moved fro Great Yarmouth to Lowestoft, for example, hairdressing and that young people were being stripped of their education choices and local talent was not allowed to develop or emerge.

Councillor Price highlighted that no local trades such as plumbing, bricklaying, carpentry or heating engineering was offered at Great Yarmouth and that apprenticeships should be the way forward. Councillor Annison agreed with Councillor Price as he had undertaken an apprenticeship through the YTS scheme in 1987 and had been in employment ever since and now owned his own company. Councillor C Walker concurred that apprenticeships were the way forward and were not pushed hard enough. She also stressed that the job market must encompass people with learning difficulties and employers must look at the bigger picture.

Councillor Cordiner-Achenbach clarified that high quality placements that were required for Kickstart to give youngsters a firm building block for future employment.

Councillor Candon reported that it was imperative that young people had a supportive arm around their shoulder to enable them to access the Kickstart scheme and that the waiting time for the DWP to confirm placements was

reduced.

Councillor Wainwright asked for confirmation as to how many Kickstart placements had been advertised at the Job Centre and how many applicants had viewed them. He also asked for confirmation as to the timeline of how the £1500 funding was released to employers to cover their set up fees and wages. Councillor Cordiner-Achenbach explained how the funding had been released to her business.

The Chairman thanked the Committee for their comments on the Kickstart programme and asked the officers to take them on board.

RESOLVED:-

That the Committee have reviewed the progress on the delivery of the Kickstart Scheme by Council officers to date.

7 ANY OTHER BUSINESS

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

The meeting ended at: 20:00

Forward Plan for Economic Development Committee

	URN	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Economic Development
1	21-090	GENERATE Marketing Strategy	Head of Inward Investment	09/07/2021	19/07/2021
2		Enterprise Zone - LEP Update	LEP representative - Julian Munson	09/07/2021	19/07/2021
3		Transport East 'Transport Strategy'	Andrew Summers	09/07/2021	19/07/2021
4		GY Transport and Infrastructure Minutes (17 March 2021)	Director of Planning and Growth	09/07/2021	19/07/2021
5		GY Town Centre Masterplan Minutes (7 June 2021)	Director of Planning and Growth	09/07/2021	19/07/2021
6	21-105	Events	Head of Marketing & Communications	09/07/2021	19/07/2021
7	21-152	Operations and Maintenance Campus Update	Director of Planning and Growth	06/09/2021	13/09/2021
8	21-153	Economic Growth Strategy and Action Plan	Head of Inward investment	06/09/2021	13/09/2021
9	21-154	Culture, Heritage and Tourism Strategy Update	Head of Inward investment	06/09/2021	13/09/2021
10	21-155	Third River Crossing Update	Director of Planning and Growth	06/09/2021	13/09/2021

URN:

Subject: Offshore Wind Competitiveness Project: GENERATE Brand Update

Report to: Executive Leadership Team, 7th July 2021
Economic Development Committee, 19th July 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 the content of the report, noting the process to date,**
- 2) Review, 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;**
- 3) Endorse the launch and strategy of the new brand 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 are prioritising the support to the sector and the supply chain, this includes: the investment in the Ports, the growth and expansion of South Denes, the development of the Operations and Maintenance sector and delivery of a comprehensive programme of support to the supply chain, delivering the Sector Skills Plan to realise the forecasted 600% growth in well-paid skilled work (6,150 FTEs) and 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 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 that meeting members fully endorsed the brand and the direction of travel for the marketing of it.

2 BACKGROUND TO THE PROJECT

- 2.1 This project aligns with strategic themes from the corporate plan priorities as 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
- 2.2 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
- 2.3 The project will provide:
- a) the stakeholder-led development of an umbrella brand, offer and identity using the existing East of England Energy Zone (EEEZ) as its starting point,
 - b) the development 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, in addition to the EEEZ Funding and Governance Group and the All Energy Industry Council (AEIC) marketing subgroup who all agreed 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 the consistent marketing messages, these are a key element to the marketing strategy providing the basis for all marketing messaging. This has now been signed off and produced as a PDF document to be used as an internal resource for public sector or partner employees to reference promotion and/or learn about energy opportunities in the region. (See Annex 1)
- 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 collated and are with Production Bureau, a final version for sign off will be available w/c 12th July. A draft version will be available digitally for the Economic Development Committee.
- 3.4 To accompany the new brand there will also be a new website, which has revised content, functionality and analytic reporting. The wireframes and page layouts have been agreed and updated copy is with Production Bureau, the draft site will be available for review and approved by all partners and stakeholders w/c 12th July.
- 3.5 The above work is part of the rebrand activity which will kickstart GENERATE going live, begin to create awareness and gain traction in the sector. The launch marketing plan has

been summarised in the accompanying document it outlines the purpose, themes and activity for the first 6-12 months.(See Annex 2) which accompanies the strategy document (Annex 3)

- 3.6 Once live one of the next steps for this brand will be to look at the specific projects occurring in the region, working with the project teams and wider parties to understand the opportunity and benefits of each and being to promote and generate interest in them. e.g. O&M Campus and Business Incubator and PowerPark. This activity may include but is not exclusive to;
 - 3.6.1 Creation of promotional material e.g. Sales Brochure
 - 3.6.2 Hosting virtual event
 - 3.6.3 PR campaign to generate interest
 - 3.6.4 Creation of fact sheets for government agencies.
- 3.7 The recruitment process for a PR agency will take place in July to ensure we have an agency in place for August ahead of the first physical event – Global Offshore Wind at the end of September where the brand will be launched nationally and internationally.
- 3.8 The work on GENERATE will organically merge with the work Officers are 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 asset around the energy sector as well as creating promotional material & campaigns for GY assets such as the O&M Campus and other energy projects in the borough.
- 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

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 Measures and monitoring for the brand's success will be based around lead generation, social media KPI's, website audience and behaviours, virtual event attendance as well as interaction and engagement with stakeholders and the supply chain and in the long term investment in the region.

Large physical events that attract international and national audiences will be targeted with data collection and lead generation, for example Global Offshore Wind, which takes place in

London at the end of Sept will aim to deliver 30 new contacts for the database and 4 strong leads for the Inward Investment teams.

The digital elements of the marketing will focus on increased engagement as well as followers on social media and the success of the website will be monitored via google analytics; audiences levels, time on site and contacts through the site. A monthly report will be generated for digital activity.

4 NEXT STEPS

The website and prospectus will be available and sent to the Economic Development Committee for their feedback.

Work will start on the individual marketing campaigns and material for energy projects, in addition a plan will be put in place to brand new, and co-brand, existing energy projects across the region with GENERATE.

A proposal of 6 monthly/bi-annual update reports will be made to the Economic Development Committee to monitor results and progress.

5 FINANCIAL IMPLICATIONS

All of the activity incorporated with this project falls within the agreed financial parameters of the 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 now becoming time sensitive therefore any delays or fundamental revisions to the marketing brand strategy would necessarily result in delays and the realisation of the original objectives/outcomes.

6.2 Should the brand or the strategy not to come to fruition as planned, the ultimate risk is that the competitiveness of the area is reduced and would face increasingly stiff competition from other areas with strong brands such as the Humber (using 'Aura'), Scotland (Deep Wind) and others such as the Solent, and of course international markets.

6. CONCLUSION

6.1 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.

RECOMMENDATIONS

Members are asked to:

- 1) Review and comment upon the content of the report, noting the process to date,**
- 2) Review, 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;**
- 3) Endorse the proposal for officers to begin to focus on individual 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

JUNE 2021

TRANSPORT EAST BUSINESS PLAN 2021/22

FOREWORD



Cllr Kevin Bentley, Chairman

The East of England is a beautiful, productive and growing region. But it's fair to say our transport networks hold us back.

Through Transport East, local authorities, enterprise partnerships, business groups and wider partners are working hard to change this. Our vision is of a thriving economy for the East, with fast, reliable and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come.

We are taking great strides towards this vision, as this business plan sets out.

Our work to develop the region's first overarching Transport Strategy, through

hundreds of conversations, has resulted in a set of priorities unique to the East of England.

- Energising our coastal and rural communities
- Connecting our towns and cities
- Creating a greener, healthier future
- Supporting our global gateways

Bringing forward alternative fuels, improving access to our ports and airports, increasing walking and cycling, and rethinking the way passenger transport operates to make it easier and more attractive for users are all high on our agenda. Now we need to make sure we identify the right solutions for our diverse communities.

At a national level, we are now firmly established as one of seven Sub-national Transport Bodies (STBs) that cover all of England, with support from the Department for Transport on the approach we are taking.

I look forward to working together to accelerate the delivery of a greener, more prosperous and better-connected East; strengthening our voice to make the case for increased investment.

FOREWORD



Andrew Summers, Strategic Director

This plan for 2021-22 is our first formal business plan and its very existence demonstrates the advances Transport East has made, particularly over the last 18 months.

Last year saw a number of firsts - appointing our first full-time staff members, securing our first grant funding from the Department for Transport, publishing our first Investment and Delivery Plan and making substantial progress on developing the first regional Transport Strategy. This built on the fantastic work already done by all the partner authorities and officers who support our day-to-day work.

2021-22 is shaping up to be a busy one too. We are expanding our activity in line with increased funding. Our priority is drawing together all our evidence and thinking into a draft transport strategy and set of investment priorities, then consulting widely on it.

This will put us in a strong position to robustly make the case for greater and faster transport investment to support economic growth, maximise the role of our international ports and airports, reduce carbon emissions and support our urban, rural and coastal communities.

We will also update our Investment and Delivery plan, making our joint priorities clear to government. We will embed these by strengthening our collaborative relationships with the Department of Transport, infrastructure delivery bodies like National Rail and Highways England, and regional operators.

Finally, I would like to thank everyone for their continued support for our work. The future success of Transport East depends on the region jointly communicating our priorities with a Single Voice. I look forward to collaborating with all our partners this year, to help deliver better a transport system for people in the East of England.

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What is this document?

This is our first Business Plan, covering 2021/22, endorsed by the Transport East Forum. The purpose of this document is to:

- ✓ Provide a clear plan for the operation of Transport East as a Sub-National Transport Body
- ✓ Provide greater transparency of Transport East's functions, governance, core activities and work programme
- ✓ Provide clarity, assurance and accountability to Transport East's local funding partners and the Department for Transport (DfT) with proposed outputs and outcomes for 2021/22.



1. CONTEXT

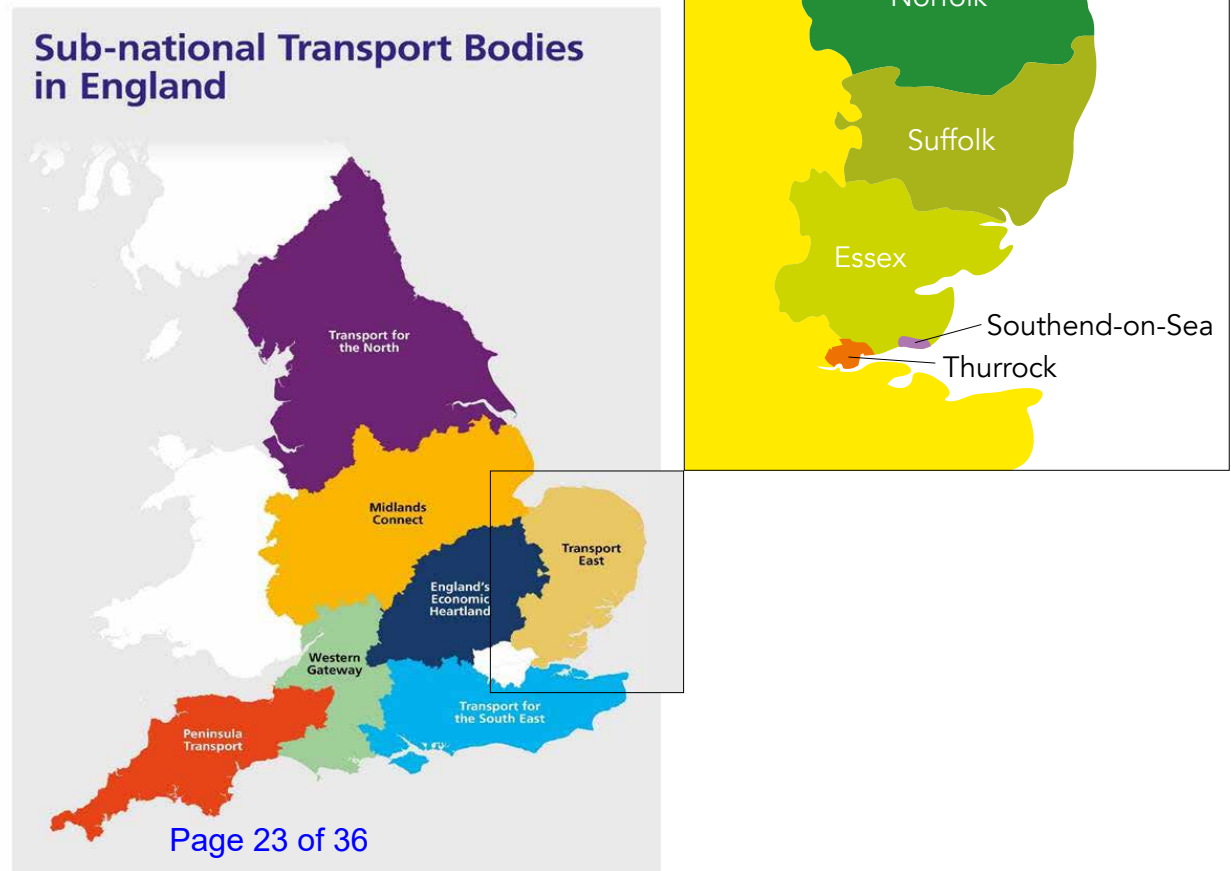
What is Transport East?

Transport East is one of the seven Sub-national Transport Bodies (STB) that together cover all of England outside London. STBs were established through the Cities and Local Government Devolution Act (2016) to provide a single voice for transport for their sub-national areas.

Across England, STBs are growing in influence, through the leadership they bring on strategic transport, recognising that local partners working together are best placed to identify regional priorities.

Transport East is an independent partnership, comprising local authorities, Local Enterprise Partnerships, Chambers of Commerce and other partners across Essex, Norfolk, Southend, Suffolk and Thurrock.

Our partnership is the single voice for transport investment in the East of England. Working together with Government, Network Rail, Highways England and our neighbouring regions, we are delivering an ambitious transport strategy to 2050, setting investment priorities, and accelerating delivery of our most important projects to deliver better outcomes for our communities and businesses, whilst supporting wider recovery and sustainable growth across the United Kingdom.



1. CONTEXT

The national picture

Our partners – both public and private sector – are collectively tasked with delivering a connected, affordable, efficient and sustainable transport network in the East of England. They do this in the context of significant global uncertainty. The COVID-19 pandemic has transformed the lives and transport needs of our communities. Our ports, airports and other businesses are also adjusting to the post-Brexit landscape, navigating both challenges and opportunities.

We are also operating in a rapidly evolving national policy context. The National Infrastructure Strategy (NIS) was launched in November 2020 alongside the Spending Review, setting a national direction for investment. This reaffirmed the Government's commitment to several of our priorities, including East West Rail and investment in important towns on our nationally significant energy coast. However, most of the funding allocated was for one-year only, with few announcements on new long-term investment.

The outcome of the review of the Treasury's Green Book was also published. This puts greater focus on projects being able to articulate levelling-up benefits and the strategic challenges identified by 'places' to access funding.

Tackling carbon emissions has become even more important, with the goal for Net Zero. The role of transport is front and centre of the Government's 10-point plan for decarbonisation.

For our region to gain from these national shifts, we need a considered approach. Completing an evidence-led Transport Strategy in 2021/22 is vital. It forms the foundation of our future work, setting out the region's needs and driving forward our work programme this year to accelerate and increase transport investment and delivery across the East.

This Business Plan sets out a comprehensive programme, working closely with our local partners, businesses and communities, as well as government, to deliver our vision for the East. We must clearly communicate the East's strategic priorities to government, with one voice.

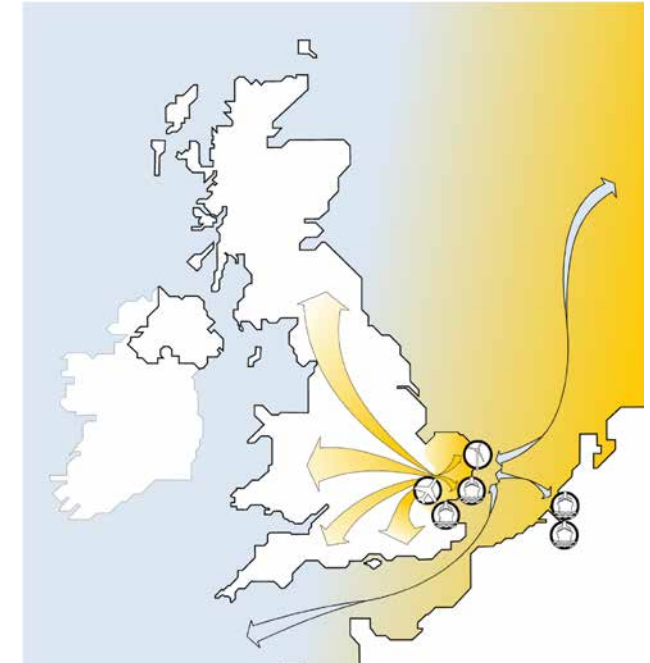


Figure 1: A region with national and international significance and outcomes



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2. OUR VISION AND PURPOSE

Our vision is of a thriving economy for the East, with fast, reliable and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come.

The East is brimming with energy, enterprise and exports. It is a model of rapid regional growth: with an economy worth £71bn. It plays an important role in the overall success of UK and is one of the fastest growing regions outside of London.

► Connected towns and cities:

Enhanced links between our fastest growing places and business clusters. Improving access for people to jobs, suppliers, services and learning; enabling the area to function as a coherent economy and improving productivity.



We have four priority themes supporting our vision:

► Energised coastal communities:

A reinvented, sustainable coast for the 21st century which delivers on the region's ambition to become the UK's foremost all-energy coast, as well as growing our attractive visitor offer.



► Global gateways:

Better connected ports and airports to help UK businesses thrive; boosting the nation's economy through better access to international markets and facilitating Foreign Direct Investment.

► Decarbonisation:

Working to achieve net zero carbon emissions from transport, building on our status as the UK's premier renewable energy region.



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What is our role?

The Transport East partnership:

- ✓ **Communicates a single transport strategy and strategic investment programme:**
Making sure our priorities are embedded in the delivery plans of government, Network Rail, Highways England, private sector and other transport providers.
- ✓ **Provides a strong, loud and collective regional voice:** Influencing national planning, prioritisation and delivery of strategic transport improvements; demonstrating investment decisions are locally supported, evidence-led, joined-up and take a strategic long-term approach.
- ✓ **Elevates the work of local partners:**
Ensuring funding and strategy decisions about the sub-national transport system are informed by local knowledge, outcomes and requirements.
- ✓ **Provides leadership and strategic oversight:** Particularly on transport priorities which cross local authority or regional boundaries.
- ✓ **Shares technical expertise and resources:**
Assisting with the development of a coherent and integrated transport network which is better able to respond to the demands of growth and changing technology.

Engaging our partners

We have embarked on an intensive engagement programme so our transport strategy fully reflects the region's ambitions, building our 'Single Voice'. Highlights from 2020/21 included:

Transport East Summit - our annual summit in March 2021, held virtually for the first time, was attended by 150 partners from across the East and beyond. We were very pleased to welcome our keynote speaker, DfT Minister, Baroness Vere of Norbiton.

Districts – workshops with lead politicians and officers from our 24 planning authorities to embed their goals in our strategy and investment priorities.

Ports Roundtable – Senior representatives of our 13 ports discussed how transport investment can better support our Global Gateways.

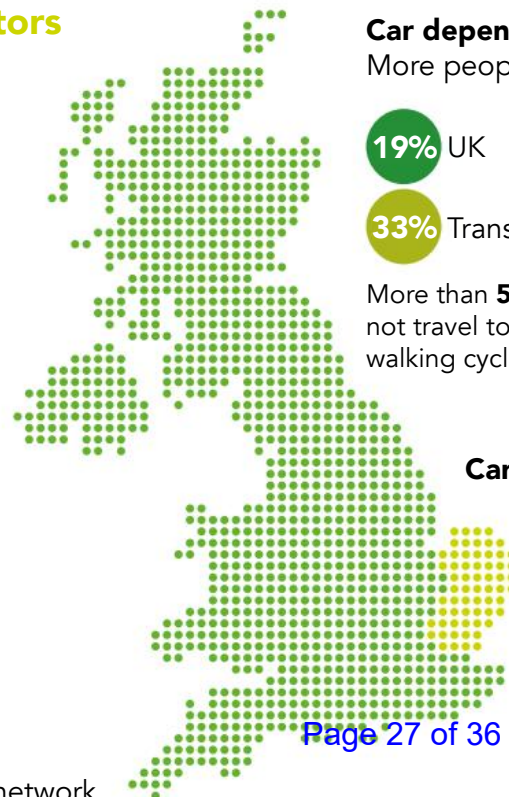
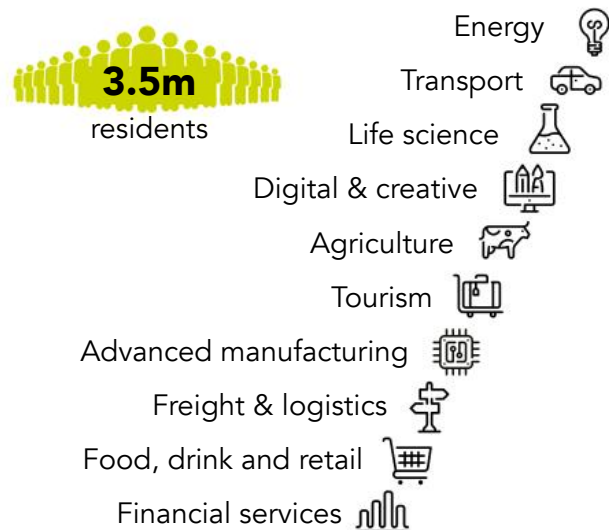
Public Survey – Our travel trends survey attracted over 600 responses, helping us understand potential changes to journeys following Covid-19.



3. THE REGION AT A GLANCE



Key employment sectors



Car dependency

More people in the region live in rural areas

19% UK

33% Transport East region

More than **50%** of our rural population can not travel to a town centre in 30 mins by walking cycling or public transport

Carbon emissions from transport

28% UK

41% East of England



13 ports and **3** airports

71 billion pounds contribution to UK economy

500 miles of coastline

76 towns and **2** cities



670km of major roads



130 rail stations



1,600km of national cycle network

50%



of UK container volume comes through Felixstowe, Tilbury & London Gateway ports

4. HOW WE WORK

The Transport Forum

We are governed by the Transport East Forum, our principle decision-making board. It agrees our core plans and strategies. It comprises transport portfolio holders from the five transport authorities and three elected members representing the three county groups of district authorities. Business interests are represented by the Local Enterprise Partnerships and Chambers of Commerce.

The Forum also includes observer partners who provide advice and support for our work, including the Department for Transport, Network Rail, Highways England, the UK Innovation Corridor, neighbouring local authorities and STBs.

All meeting dates, papers, agendas and minutes are available at www.transporteast.org.uk

The Senior Officers Group

The work programme is overseen by the Transport East Senior Officers Group (TESOG). The TESOG comprises officers from all transport authorities, district representatives, local enterprise partnerships, Highways England, Network Rail, East of England Local Government Association, UK Innovation Corridor and the Department for Transport.

The Business Unit

The strategic direction, work programme, and day-to-day management of Transport East is led by the Business Unit. Suffolk County Council hosts the Business Unit and is the accountable body for all grant funding from the DfT.

Our Wider Partnership

Our wider partnership panel includes a wide range of operators, businesses, interest groups and neighbouring regions. The wider partnership come together at our Transport Summit, however 2020/21 saw more regular involvement of the wider partnership.

Over the last year over **200 regional leaders, politicians, experts and representatives** have participated in at least one of our engagement events or meetings. This intensive programme was designed to fully understand our partners' needs and make sure we have a representative single voice for investment. We will continue these conversations through 2021/22.

4. HOW WE WORK

Transport East Partnership Structure



4. HOW WE WORK

Transport East on the national stage

We are one of seven sub-national transport bodies (STBs) across England who meet regularly to co-ordinate work and collaborate on areas of common interest. The national group has identified four key areas of focus: decarbonisation, rural mobility, freight movement and alternative fuels.

We are the nominated national lead on rural mobility and led the national STB response to the Government's Call for Evidence on Rural Mobility in February 2021. We propose to continue this national leadership role in 2021/22.



Our resourcing and value for money

The core running costs of Transport East, including staffing, communications, programme management and advocacy are funded by subscription fees from our five transport authorities and 24 district authorities. The East of England Local Government Association is responsible for collecting and administering the core budget, in partnership with the Business Unit and TESOG.

In 2020/21, we secured grant funding from the Department for Transport (DfT) to resource our technical work programme. This is underpinned by a grant funding agreement published on our website and monitored through quarterly reporting to the DfT. This Business Plan includes a central planning assumption that a DfT grant of £520,000 would be provided in 2021/22.

Source	Local contributions	DfT Grant
Funding 2021/22	£242,000	£520,000
Outputs	Transport East operational costs <i>(see work package 1)</i> Communications, Engagement and Partnerships <i>(see work package 4)</i>	Transport Strategy and Integrated Sustainability Appraisal <i>(see work package 2)</i> Investment and Delivery Planning <i>(see work package 3)</i>

5. OUR WORK PROGRAMME 2021/22

We have identified four priority work packages for 2021/22:

Transport East as an effective Sub-national Transport Body

To be a successful, effective and well-run Sub-national Transport Body, championing the aspirations of our partners, working in close partnership with the Department for Transport and the rest of the UK.

Investment and delivery planning

A pipeline and delivery plan for investment priorities, aligned to the Transport Strategy, supporting local authorities and infrastructure providers to develop, fund, accelerate and deliver priority projects.

Transport strategy and prioritisation

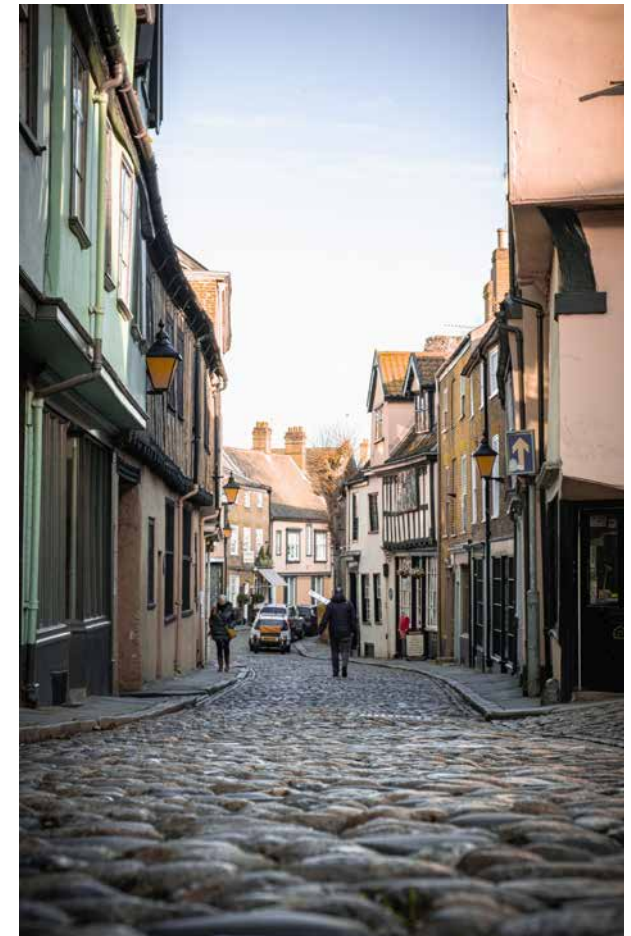
An ambitious, focused and coherent Transport Strategy and priorities, based on robust evidence, reflecting the unique ambitions of local partners and aligned to national goals.

Communications, engagement and partnerships

Speaking as a single voice for our partners, communicating priorities loudly, credibly and effectively by working closely with the government and other STBs.

These work packages are described in detail in the following pages.

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5. OUR WORK PROGRAMME 2021/22

Work Package 1 - Transport East as an effective Sub-national Transport Body

Outcome:

To ensure Transport East is a successful, effective, accountable and well-run Sub-National Transport Body, fully championing the aspirations of our partners, working in close partnership with the DfT and the rest of the UK.

Background:

Transport East already has a well-developed governance, with a Terms of Reference and core governance mechanisms in place, including a Board (the Forum), Officer Steering Group, committed local budget, secretariat, an accountable body, dedicated staff and this business plan.

At a national level, Transport East is working with the government to develop its ongoing arrangements and resources. The DfT contributed £425,000 to support the Transport East strategy evidence base development in 2020/21, demonstrating the increased maturity of the local-national partnership.

2021/22 priorities	2021/22 deliverables (subject to securing external funding contribution)
Ensure the Transport East partnership is equipped to be a successful and effective Sub-national Transport Body, with a multi-year plan that looks ahead to the long term.	Work with Transport East partners to create a three to five-year Transport East Partnership Plan .
To strengthen and formalise relationships with delivery agencies to embed the East of England's Transport Strategy and investment priorities within the strategic and operational plans for road, rail and other modes.	Work in partnership with DfT, Network Rail, Highways England and other delivery agencies to develop, agree and implement a framework to strengthen and formalise our 'ways of working' and embedding our Transport East Strategy and priorities within national investment plans.

5. OUR WORK PROGRAMME 2021/22

Work Package 2 - Transport strategy and prioritisation:

Outcome:

An ambitious, focused and coherent Transport Strategy and priorities, based on robust evidence, reflecting the unique ambitions of local partners and aligned to national goals.

Background:

All Sub-National Transport Bodies are required to develop a Transport Strategy as the framework for transport investment in their region. The strategy should set outcomes and a strategic approach, clarifying the investment priorities.

In 2020/21 we undertook the technical and engagement work required to inform the draft Strategy. Our focus for 2021/22 will be the adoption of a final strategy, following public consultation.

2021/22 priorities	2021/22 deliverables
Complete a meaningful public consultation on our draft Transport Strategy seeking a wide range of views and strengthening our single voice for investment.	<ul style="list-style-type: none">• Produce draft Transport Strategy for consultation from autumn 2021• Complete a meaningful public consultation on draft Transport Strategy and produce consultation report
Complete an Integrated Sustainability Appraisal embedding the principles of environmental and social sustainability into the Transport Strategy. Creating legally compliant and future-proofed sub-regional investment decisions for the long term.	<ul style="list-style-type: none">• Full Integrated Sustainability Appraisal, comprising Strategic Environmental Assessment and Habitats Regulation Assessment• Completion of scoping and statutory consultees engagement by summer 2021 and then subsequent completion of ISA post-consultation
Publish the final Transport Strategy and updated Investment and Delivery Plan setting out our priorities and providing a framework for future investment.	<ul style="list-style-type: none">• Approve and publish final Transport Strategy and Investment and Delivery Plan

5. OUR WORK PROGRAMME 2021/22

Work Package 3 - Investment and delivery planning:

Outcome:

A pipeline and delivery plan for investment priorities, aligned to the Transport Strategy, supporting local authorities and infrastructure providers to develop, fund, accelerate and deliver priority projects.

Background:

The Transport Strategy and Investment and Delivery Plan will set out a range of transport priorities. Our partnership will move into delivery phase, to accelerate these priorities, working more closely with partners including the DfT, Highways England, Network Rail, the private sector and other organisations.

2021/22 priorities	2021/22 deliverables
<p>To initiate an 'East of England Investment Pipeline' mechanism, in partnership with the DfT, local authorities and delivery agencies:</p> <ul style="list-style-type: none"> Identify and co-ordinate transport investment priorities Better align investment plans of partners and agencies with the priorities of the Transport East partnership's strategy Accelerate business cases for priority projects 	<p>Implement an East of England investment 'pipeline':</p> <ul style="list-style-type: none"> Scope and design of the mechanism with partners Partner with Highways England on the next generation of Route Strategies, and with Network Rail on an East of England Rail Plan Bespoke work to accelerate priority projects in the pipeline
<p>To initiate priority corridor or area strategic plans (to be identified in the draft strategy), bringing different agencies together across local boundaries to unblock barriers and coordinate outcomes.</p>	<p>Produce a Strategic Corridor Prioritisation Plan to accelerate delivery along our priority corridors set out in our updated Investment and Delivery plan.</p>
<p>To speed up delivery of priority packages proposed in our draft strategy and Investment and Delivery Plan. Our areas of interest include Decarbonisation, Alternative Fuels, Public Transport, Active Travel, Ports and Freight, Rural and Coastal transport.</p>	<p>Early work to accelerate new projects from the Transport Strategy from concept phase into business case development.</p>
<p>Lead the STB work on Rural Mobility for England. Aligning with the DfT's Rural Mobility Strategy in 2021/22, dedicated funding is proposed to initiate a pan-STB work programme identifying priority actions or projects, working in partnership with the DfT.</p>	<p>Directly support the DfT's implementation of the national Rural Mobility Strategy across the English regions through an agreed programme.</p>

5. OUR WORK PROGRAMME 2021/22

Work Package 4 - Communications, engagement and partnerships

Outcome:

Transport East speaks as a single voice for its partners, communicating our priorities loudly, credibly and effectively through a close working relationship with the government and other STBs.

Background:

In 2020/21 we significantly enhanced our Communications capabilities, recruiting our first Communications Manager and executing our first Communications Plan, which included representations to HM Treasury for the Spending Review and our strategy engagement programme.

2021/22 priorities	2021/22 deliverables
Expand our Communications programme for 2021/22.	Set and deliver the partnership Communications Plan for 2021/22.
Strengthen our MP engagement programme led by Dr Dan Poulter MP to co-ordinate the region's MPs to support our Single Voice approach.	Produce and deliver our Parliamentary engagement programme with actions agreed by the partnership and MPs.
Focus on raising the profile of the East of England's transport role, so our partnership and investment priorities are clearly understood.	<ul style="list-style-type: none">Co-host a national STB event in 2021/22Lead the Transport East Transport Summit in early 2022
Clearly articulate and galvanise support for the region's transport priorities in any future Comprehensive Spending Review and Budgets.	Deliver East of England Transport representation to CSR 2021 and Budget 2022.

6. MEASURING SUCCESS

We will monitor the effectiveness of the work programme, using both quantitative and qualitative data, including partner feedback. How we will track the success of our outputs and outcomes is set out in the table below.

We will publish an annual report at the end of the year to report on this Business Plan.

Theme	Measures
Outputs	<ul style="list-style-type: none">✓ Completion of our agreed annual work programme, across all four work areas✓ Delivery of contractual outputs and deliverables with the Department for Transport✓ Delivery of tangible benefits for partners – for example economies of scale in co-ordinating and delivering joint technical / communications outputs
Outcomes	<ul style="list-style-type: none">✓ The East of England's transport priorities demonstrably becoming national level priorities (for example in national strategies, investment delivery plans and funding)✓ Increased recognition of Transport East partnership and role✓ Continued support from government and local partners arising from recognition of value added.



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Transport East