



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# Economic Development Committee

**Date:** Monday, 15 November 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      4 - 11**

To confirm the minutes of the meeting held on 13 September 2021.

**4      MATTERS ARISING**

To consider any matters arising from the above minutes.

**5      FORWARD PLAN      12 - 12**

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

**6      GREAT YARMOUTH OPERATIONS AND MAINTENANCE  
CAMPUS PROJECT UPDATE      13 - 26**

A presentation will be given by Jon Barnard.

**7      CULTURE HERITAGE AND TOURISM STRATEGY & DELIVERY  
PLAN UPDATE      27 - 47**

Report attached.

**8      KICKSTART PROGRAMME PROGRESS UPDATE      48 - 53**

Report attached.

**9      GO TRADE PROJECT UPDATE      54 - 58**

Report attached.

**10     ANY OTHER BUSINESS**

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

**11     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."



# Economic Development Committee

## Minutes

Monday, 13 September 2021 at 18:00

### PRESENT:-

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

Councillor Flaxman-Taylor attended as a substitute for Councillor Freeman.

Mr D Glason (Director of Planning & Growth), Mrs P Boyce (Strategic Director), Mrs M Burdett (Head of Inward Investment), Ms S Rushworth (Renewables Marketing Manager) & Mrs C Webb (Executive Services Officer).

Mr T Ellis (Norfolk County Council) & Mr R Hayman (BAM Farrans).

### **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Freeman & Councillor B Wright.

Councillor Flaxman-Taylor attended as a substitute for Councillor Freeman.

### **2 DECLARATIONS OF INTEREST**

There were no declarations of interest declared at the meeting.

### **3 MINUTES 19 JULY 2021**

The minutes of the meeting held on 19 July 2021 were confirmed.

Councillor Flaxman-Taylor asked that the minutes be amended to reflect that she had substituted for Councillor Price at the meeting.

### **4 MATTERS ARISING**

There were no matters arising for the above minutes.

### **5 FORWARD PLAN FINAL**

The Committee received and considered the Forward Plan.

Councillor P Hammond requested that an update be brought to the Committee regarding the number of units let in the new covered Market Place. Councillor Wainwright reported that there was no need for this information to come to this Committee. This information would be reported to the Great Yarmouth Town Centre Member Working Group which Councillor Hammond sat on and which was meeting on Thursday, 16 September 2021. The Chairman asked that the matter be left with him.

RESOLVED:-

That the Forward Plan be noted.

### **6 THIRD RIVER CROSSING UPDATE**

The Chairman welcomed Tim Ellis & Richard Hayman to the meeting.

Tim Ellis & Richard Hayman gave a joint presentation to the Committee updating the progress to date of the construction of the Third River Crossing.

Councillor Plant reported that the residents in his ward were accepting the construction works and associated nuisances of noise and vibration with a good deal of grace. Tim Ellis reported that he was aware of the consequences of noise and vibration on the local residents and that they continued to actively engage with local residents.

Councillor C Walker also reported that the local residents should be congratulated on what they had dealt with and that this should be recognised as the noise and vibrations from the piling works could be heard as far away as Bradwell and Belton and she was especially concerned regarding the impact of the works on the housebound. However, she welcomed the construction of the bridge which she had

been working on for 21 years to bring to fruition for the town.

The Chairman agreed with Councillor C Walker as he too, had been working to bring this project to the town since 2003 and he thanked Tim & Richard for their continued community engagement and that they carried on their good work.

Councillor A Wright reported that this project went back to the Road Review in 2000 and had indeed been a long time in coming to fruition. Councillor Wright asked if the vibrations caused by the piling works had caused any structural damage to nearby properties and services. Councillor Wright voiced his disappointment that the steel piles had been manufactured in Turkey and the leaves for the bridge in Belgium and asked what the percentage of goods supplied in the UK was.

Richard Hayman reported that pre-condition surveys had been undertaken in neighbouring properties prior to the commencement of the build and any identified cracks were monitored on a regular basis to see if they worsened. When the build was complete, a full and final survey would be undertaken and remedial works undertaken to ensure the building(s) in questions were re-instated to as they were. Richard Hayman reported that he was unaware of any damage to local services and explained that the procurement of building materials for the build was dependant on market forces and whether the UK manufactured the type of building material required, for example, the UK did not manufacture the piling required for the project. However, they did use local SME's wherever possible on the build and staff were utilised from their offices based near Dereham. The project had a solid order book, for example, a £2m order had been placed with Mullins Construction, which would help the local economy.

The Chairman thanked Tim & Richard for their informative presentation.

## **7 ECONOMIC GROWTH STRATEGY AND ACTION PLAN UPDATE REPORT**

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

The Head of Inward Investment reported 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 continued 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 continued to respond at a business, community and organisational level to the Covid19 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.

The Head of Inward Investment reported that as previously agreed by Members, the Economic Growth Strategy and Action Plan was a living document and as a result, the Economic Growth Action Plan had 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 remained the same.

Councillor C Walker reported that she had been informed at a recent County briefing that the Local Enterprise Partnership's (LEP) were going to be disbanded and she wondered what would be put in place to replace them. The Head of Inward Investment reported that the future of the LEP's was uncertain at this stage and that the Council was awaiting formal notification from Government on what the next steps are with the LEP's. What had been confirmed is that future funding would be launched next year and it was likely to be centrally led and should include funding programmes of UK Shared Prosperity Fund, Community Renewal Fund and the Levelling-up Fund.

Councillor Candon highlighted the exemplary work of officers in getting the ARG funding out to local businesses at every stage of the pandemic.

Councillor A Wright reported that he welcomed the new Opportunity GY project to pilot a transformational approach to the Skills agenda in the borough which would provide a full career pathway for residents of all abilities, ages and ambition.

Councillor A Wright was pleased that some of the Welcome Back Fund would be invested in increased CCTV around hotspot areas, including The Waterways and Gorleston promenade.

Councillor C Walker asked if there was an update regarding the Vatenfall's public enquiry. The Director of Planning & Growth reported that this issue was being considered at national level (through the Development Consent Order route with the Planning Inspectorate as a Nationally Important Project) and that clear timescales were being sought. Councillor Walker reported that this would be a significant investment in the local economy and hoped that the Inspector understood that.

The Chairman thanked the Head of Inward Investment for her comprehensive report.

RESOLVED:-

That the Committee review and comment on the Economic Growth Action Plan progress update.

## **8 ENTERPRISE ZONE UPDATE ON LEGAL AGREEMENT AND POT B INCREASE**

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

The Head of Inward Investment gave an update on the Enterprise Zone Legal Agreement and recent increases in the financial return within Pot B. The report detailed the process undertaken in terms of the arrangements for the Enterprise Zones covering the areas of Great Yarmouth and East Suffolk and the agreement to separate the two areas to allow East Suffolk to have their own agreement, as could Great Yarmouth Borough Council. Therefore, this meant that each area could manage their own commercial interests and the LEP would have two separate arrangements, one covering the Great Yarmouth Enterprise Zones and one covering the East Suffolk Enterprise Zone.

**Councillor Wainwright queried the reduction in Pot A1, GYBC for any use, from**

**20% to 16.9%, which equated to a 10% drop over 3 years and asked what this years figure would be. The Head of Inward Investment reported that the Council would have preferred the reduction to have been taken off of one funding pot but the LEP had insisted that a slice of funding be taken off of each pot. This proposal had been run past and been agreed by the County Section 151 officer and our Section 151 Officer. The Head of Inward Investment reported that she did not have this figure to hand but would forward it after the meeting.**

Councillor P Hammond reported that looking at the figures that County had taken a bigger hit. The Chairman agreed that although it was a reduction for the Council, we still came out with a higher percentage. The Head of Inward Investment reported that we needed the additional income from Pot B to help develop the O & M Campus which would in turn generate business rates and thus, revenue for the Council.

RESOLVED:-

That the Committee review the paper and note the contents of the report.

## **9 CITY OF CULTURE REQUEST FOR FUNDING AND REQUIREMENT FOR THE DEVLOPMENT OF A CIC**

The Committee received and considered the report from the Strategic Director & Head of Inward Investment.

The Strategic Director reported that the report presented 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 Strategic Director reported that this report sought approval to allocate a £40,000 budget from the Special Projects Reserve at the long-listing stage of the competition and establish a governance structure to help shape the Bid further.

Councillor Price queried whether the proposed funding ask of £200k would be enough funding to see this project through. The Chairman reported that this would be a living document and could come back to Council if more funding was required.

Councillor Wainwright thanked the officers for the excellent report and would keep everything crossed that our bid was successful. Councillor Wainwright asked if there was an update regarding the sensitive piece of Banksy's artwork that had been covered up in Gorleston. The Strategic Director reported that a conservator had just been appointed to restore and move the artwork to a more suitable, secure location such as a gallery and a report would be presented to the Policy & Resources Committee.

Councillor Mogford reported that this was a most exciting project and would put the borough and the region to the forefront of a cultural revolution in the east.

Councillor P Hammond asked why the Maritime Festival had been excluded from the report. The Chairman reported that the Council did not organise the Maritime Festival and it was staged by another organisation.

RESOLVED:-



That the Committee:-

- 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 long-listing 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; and
- e) Recommend to Council via a future report the formation of said Trust subject to a successful outcome from the DCMS competition.

## **10 OFFSHORE WIND COMPETITIVENESS PROJECT GENERATE MARKETING STRATEGY AND BRANDING UPDATE**

The Committee received and considered the report from the Renewables Marketing Manager.

The Renewable Marketing Manager reported that the report provided Members with an update on the Norfolk & Suffolk Offshore Wind Competitive Positioning Programme. The project sought to develop and deploy a coherent, co-ordinated and collectively owned brand, offer, an identity and marketing strategy to complement other strategic and capital initiatives and drive energy sector investment.

The Chairman thanked the Renewables Marketing Manager for her excellent, in-depth and informative report and highlighted the five themes on page 67 of the report, which Generate would achieve whilst delivering the Council's vision.

Councillor Candon highlighted the potential that this project had for Great Yarmouth.

Councillor A Wright voiced his concerns that the Council would not have both a physical presence and a stand at all of the major conferences and exhibitions as, in his view, this was a requirement for all events and the Council should not adopt a cherry-picking attitude. The Renewables Marketing Manager reported that a strategic decision would be taken on an event by event basis and would be dependant on costings to achieve both value for money and speculative economic return. Councillor Wright urged the Committee to ask officers to re-look at this proposal and to bring it back for endorsement.

Councillor Price reported that a measured approach should be adopted when attending events. Councillor Mogford reported that he favoured a direct approach to companies to bring business in.

The Head of Inward Investment reported that the attendance at energy events would be constantly monitored and evaluated on an on-going basis and that following the

first event, the resulting targeted and business enquires would be evaluated.

Councillor Cordiner-Achenbach asked for confirmation regarding where the Council was with the agreement in terms of the stakeholders and the accompanying element of risk this carried. The Renewables Marketing Manager reported that all stakeholders were on board and bi-weekly and monthly meetings were timetabled with them.

Councillor C Walker asked if consideration had been given to sharing the costs of attending events with local companies who might be willing to help with the cost of providing a stand in return for their attendance.

The Chairman reported that he had experience of attending energy events in the past but he had no experience of what a digital offer would look like.

Councillor Wainwright asked if there was an update on the ongoing review with the onshore connection points in relation to Vattenfall in North Norfolk. If the review was not concluded shortly, he was concerned that Vattenfall would move their major, national significant infrastructure project to elsewhere in the country. The Chairman reported that the Government was being lobbied hard by the LEP, NCC and the energy industries as this infrastructure was needed across England and not just Norfolk.

The Director of Planning & Growth reported that this was being discussed with Vattenfall this Thursday and that the MP was briefed. Meanwhile, the required Development Consent Order was being considered at national level.

RESOLVED:-

That the Committee:-

(i) 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

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

## **11 EXCLUSION OF PUBLIC**

RESOLVED:-

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

## **12 GY TRANSPORT & INFRASTRUCTURE STEERING GROUP MINUTES 12 JULY 2021**

RESOLVED:-

That the Committee note the confidential GY Transport & Infrastructure Steering Group minutes of the meeting held on 12 July 2021.

**GREAT YARMOUTH TOWN CENTRE MASTERPLAN MEMBER WORKING GROUP MINUTES 4 AUGUST 2021**

RESOLVED:-

That the Committee note the confidential GY Town Centre Masterplan Member Working Group minutes of the meeting held on 4 August 2021.

The meeting ended at: 20:00

### Forward Plan for Economic Development Committee

Economic Development Committee			Pre Meet Date	Committee Date
21-089	Operations and Maintenance Campus Prospectus & Update	Director of Planning and Growth	05/11/2021	15/11/2021
21-090	Kickstart Update	Head of Inward investment	05/11/2021	15/11/2021
21-084	GO Trade Progress / Legacy	Head of Inward Investment / Stacy Cosham	05/11/2021	15/11/2021
21-154	Culture, Heritage and Tourism Strategy Update - bi-annual progress report	Head of Inward investment	05/11/2021	15/11/2021
21-163	Energy Sector Recovery Plan	Presentation from Julian Munson of the LEP	07/01/2022	17/01/2022
21-167	LCWIP Update	Matt Hayward, NCC	07/01/2022	17/01/2022
21-169	Ambassador Programme	Head of Comms and Marketing	07/01/2022	17/01/2022
21-170	HAZ progress Update (including 145 King Street)	Head of Inward Investment / Cons, Heritage and Design Manager	07/01/2022	17/01/2022
21-171	See Great Yarmouth in a Different light	Strategic Director (PB)	25/02/2022	07/03/2022
21-162	GENERATE 4 monthly update	GENERATE Marketing Manager	25/02/2022	07/03/2022
21-164	Freshly Greated progress update	Head of Inward Investment	25/02/2022	07/03/2022
21-165	Town Wall Restoration Project	Conservation, Heritage & Design Manager	25/02/2022	07/03/2022
21-166	Market Place Sculpture & Trail	Conservation, Heritage & Design Manager	25/02/2022	07/03/2022
	Great Yarmouth Town Centre & Town Deal Member Working Group Minutes	Minutes	Quarterly	

November 2021 Forward Plan Economic Development Committee

**URN:** 21-089

**Subject:** Great Yarmouth Operations and Maintenance Campus – Project Update

**Report to:** Economic Development Committee – 15th November 2021

**Report by:** Jon Barnard Project Manager, Norfolk County Council

#### **SUBJECT MATTER**

Following endorsement from Members of Economic Development Committee in February 2020 for the delivery of the proposed Great Yarmouth Operations and Maintenance Campus in South Denes (by Norfolk County Council) in support of the offshore energy sector, this report updates Members on progress.

#### **RECOMMENDATION**

Members are recommended to:

- (1) Note the content of this update report with a further update to be brought back to Members once the next stages of procurement of the main works contractor is completed.

## **1. Introduction / Context**

- 1.1 The offshore energy sector provides Great Yarmouth and Norfolk with arguably the single most important economic opportunity for a generation. Oil and Gas has been a mainstay of the economy for over 50 years and the recent emergence of offshore renewables has presented Great Yarmouth's port, its supply chain and its skills base with the chance of enjoying hugely significant growth and investment.
- 1.2 The Local Industrial Strategy identifies the energy sector as one of the three most important for Norfolk and Suffolk. One of the principal benefits from offshore renewables investment is the long-term operations and maintenance function. Great Yarmouth already benefits from the presence of several businesses undertaking this work, but research has shown that more can be done to provide the facilities they need.
- 1.3 The proposal to establish an Operations and Maintenance (O&M) Campus in Great Yarmouth is a bold initiative which has already received very positive feedback from the industry.
- 1.4 This update report follows on from the Economic Development Committee report in October 2020 and provides anticipated timescales for the phase 1 project.

- 1.5 Research has shown it will give Great Yarmouth an asset that will enable the area to rival other parts of the UK and to accelerate the growth already being seen in the energy sector. This project has emerged through strong partnership working and could not have been conceived and developed as far as it has without the support of the New Anglia Local Enterprise Partnership, Great Yarmouth Borough Council and Norfolk County Council.
- 1.6 It should also be noted that there are wider complimentary ambitions and opportunities for the energy sector in the South Denes peninsular. Building on a sequence of successful developments within the Enterprise Zone, there is also an ambition to deliver Business Incubation space within the Energy Park to compliment the O&M facility. Following the commissioning of a feasibility study, this forms part of the thinking in a bid for Town Deal funding which is currently being progressed. There is a clear gap in provision between ‘clean’ incubation for the energy sector e.g. at Orbis Energy in Lowestoft and larger commercial units on the Enterprise Zone at Beacon Park and South Denes. A local incubator would provide a critical piece of enterprise infrastructure to stimulate and support entrepreneurialism, business start-ups, relocations and higher-value technology and energy-based industries seeking a physical presence in the town.
- 1.7 All of the above will be better connected to the main A47 trunk road and inter-related business parks/industrial estates via the Great Yarmouth Third River Crossing. Construction for this £120million infrastructure project began in January 2021 and is scheduled for completion in early 2023 to ease traffic flows throughout the urban areas.

## **2. O&M Project Update**

- 2.1. The project seeks to create an Operations and Maintenance Campus in Great Yarmouth, capitalising on space in Borough Council ownership at the southern tip of the Great Yarmouth South Denes peninsula, which is presently under-utilised. It is the closest port to the Southern North Sea wind farm arrays with access to deep water, as well as the river port. The project will upgrade or enhance facilities through three separate work packages.
- 2.2. The proposed project is a collaboration between Great Yarmouth Borough Council, Norfolk County Council and New Anglia Local Enterprise Partnership (NALEP) who provide governance for the Space to Grow Enterprise Zone (Enterprise Zone) in the borough.
- 2.3. The idea of the Campus is to attract O&M investment from companies that will be engaged with offshore wind farm development and maintenance over the coming 25+ years. There is available land at the end of the South Denes peninsula, but in order to make the facility more accessible and attractive for businesses investing here, repairs and an enhancement package is required. This consists of: 170m of river quay refurbishment and upgrading, a new pontoon and a revised road layout to optimise the land available for development, and associated infrastructure works.

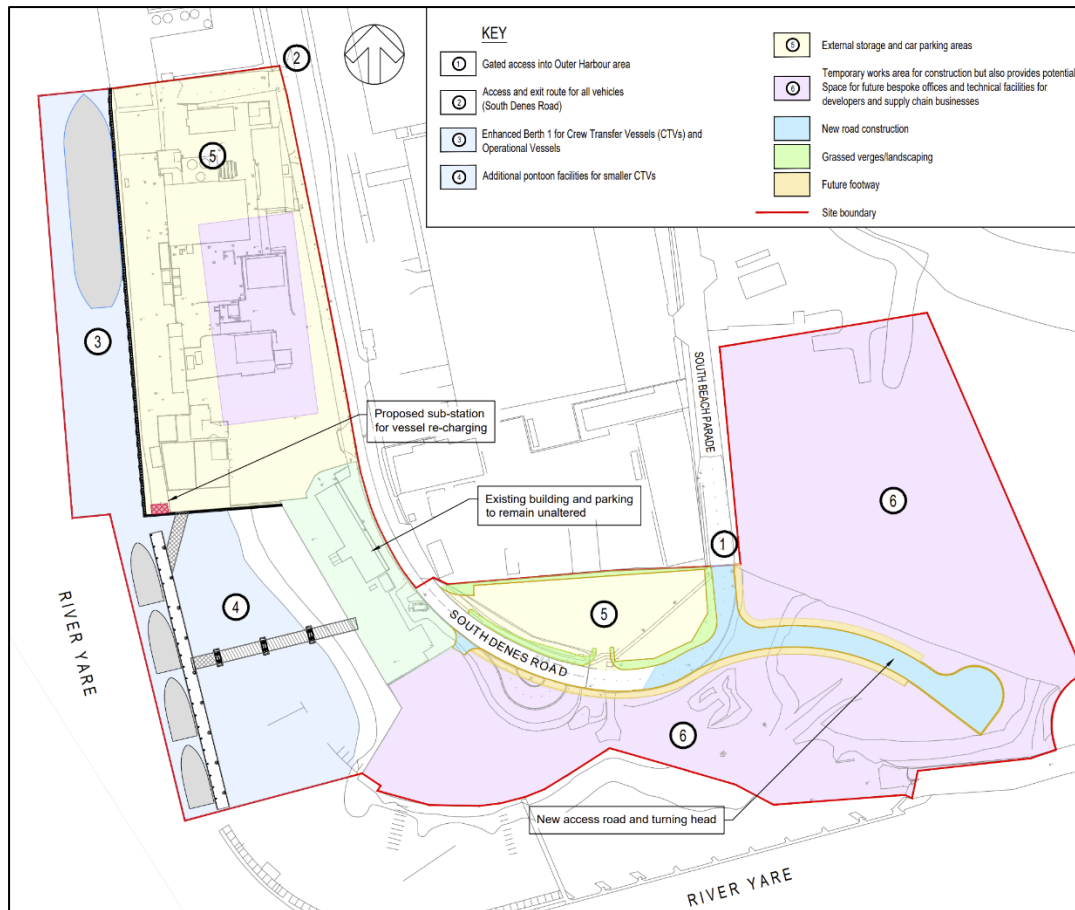


Figure 1: proposed layout of development

- 2.4. Following an initial financial study of the viability of the project, further feasibility work was undertaken to assess the likely construction costs and confirm that the cost allowances made to date were adequate. It was also necessary to assess the operation of the facility, including river modelling to ensure that navigation and sediment transfer are not compromised.
- 2.5. The business plan highlights that a commercial component of investment would come from Norfolk County Council and Great Yarmouth Borough Council, each investing £1million (as agreed in the February 2020 report to Economic Development Committee, subject to Heads of Terms). The co-investment was endorsed at Great Yarmouth Borough Council's Full Council meeting in June 2020. It is recognised that a rental income will be derived from an uplift in future site occupancy and revenue from the refurbished quay and pontoons.
- 2.6. Discussions took place between Great Yarmouth Borough Council and Norfolk County Council in order to establish a delivery vehicle to enable this project to proceed under joint commercial arrangements. The parties entered into a contractual joint venture agreement (Proposed Contract), in preference over the alternative option of establishing a new joint venture company. Since September 2020, this delivery vehicle has now progressed the phase 1 proposals from feasibility stage through detailed design into procurement stages.

### 3. Work to Date

- 3.1. Detailed design: This detailed design comprises a new spine road and turning head extension of South Denes Road highway, a new sheet pile replacement quay wall at berth 1 and a pontoon for 4 to 8 number crew transfer vessels.

- 3.2. Within the detailed design since feasibility study stage, and identified through dialogue with potential operators, the proposal for two Crew Transfer Vessel (CTV) pontoons installed perpendicular to the existing spending beach has been reduced to one pontoon, its orientation rotated for installation parallel with the beach to reduce the future maintenance requirements and frequency of dredging at this location.
- 3.3. The detailed design has been sufficiently developed since the feasibility study to enable a Tender package to be submitted for pricing by contractors, although some further investigation works are still required to verify elements of the marine design prior to construction.
- 3.4. In river site investigation: The project team has obtained some historical information of the Marine Base site together with project specific land-based ground investigation surveys for the purposes of undertaking the detailed design.
- 3.5. To verify the detailed design of the marine proposals, some in-river site investigation works is to be carried out in advance of any appointed contractor procuring construction materials, for example, sheet piles. A Marine Management Licence for the site investigation has been received from the Marine Management Organisation (MMO) after a significant length of time since submission of an application in January.
- 3.6. MMO Licences: Delays have been experienced by the project team in obtaining necessary licences and consents for i) the in-river site investigation works, and ii) main marine construction works. These delays are being caused by the Marine Management Organisation, who have experienced high levels of applications nationally to process.
- 3.7. Correspondence has been submitted to the MMO from the GYBC Chief Executive Officer, the NCC Executive Director of Community and Environmental Services, the Managing Director of New Anglia LEP , as well as the Great Yarmouth Member of Parliament, all expressing their concerns of the delays being experienced from the MMO in processing the project's licence applications and delays in granting consents.
- 3.8. Planning Application: A full planning application was developed by the project team from Norfolk County Council and WSP and submitted on behalf of GYBC in May 2021.
- 3.9. A pre-planning application consultation was undertaken by NCC, where views of neighbouring businesses and stakeholders has been sought and considered prior to the submission of the planning application.
- 3.10. Dialogue is underway between the project team and stakeholders who have provided comments or queries relating to the planning application.
- 3.11. A decision from the Local Planning Authority is expected in December 2021.
- 3.12. Demolition: A demolition works package was developed by the project team from Norfolk County Council for demolition of redundant/vacant office buildings and warehouses on the Marine Base site adjacent to the quay.



- 3.13. This demolition works package was procured through competitive tendering to Mitchell Demolition, who carried out the works between June and August 2021. The site is now clear and prepared for start of construction.
- 3.14. Main Construction Works: the project team have developed a detailed design and contract package that was submitted to Tender through the Eastern Highways Alliance Framework (EHF) at the end of May 2021, with the tender deadline until mid August. However, this tender procurement was unsuccessful, as five out of the six contractors within the EHF either declined to tender or withdrew from the process citing unavailable bidding resources being available to prepare the submission.
- 3.15. The procurement contract was updated and resubmitted out to tender through the open market in mid-August with a 12 weeks tender period. The open market offers a wider selection of tenderers than from within the EHF. The deadline for tender returns is end of October 2021, and all submitted tenders will be evaluated with an anticipated Contract Award date of mid December 2021.
- 3.16. Stakeholder Engagement: The project team is holding dialogue with various stakeholders for the phase one proposals. A stakeholder communications strategy has also been developed.
- 3.17. Offshore Wind Competitiveness Project 'GENERATE' Brand: The Borough 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.
- 3.18. 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.
- 3.19. The council, in collaboration with the All Energy Industry Council, is developing a marketing strategy/framework to actively launch and embed the new brand into the wider energy sector to begin focusing on individual energy projects, 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
  - 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

- encourage growth at the Enterprise Zone sites at both Beacon Business Park and in the South Denes peninsular to support new businesses establishing themselves as well as attracting existing businesses to expand.

#### 4. Next Steps

- 4.1. In-river Site Investigation to be undertaken, to enable marine design verification.
- 4.2. Tender procurement exercise to conclude at end October 2021, with evaluation of tender submissions and Contract award anticipated in December 2021.
- 4.3. A further update is to be brought back to Members of Economic Development Committee once evaluation of tenders is completed and the project costs more clearly known, in December 2021.
- 4.4. Continue to engage the MMO to further progress licences and consents for the main marine construction works.
- 4.5. Continue to engage with statutory parties, such as the river authorities.
- 4.6. Continue to engage with non-statutory local stakeholders.

#### 5. Financial Implications

- 5.1. The project cost management and reporting are in place the total cost of the project will be confirmed once the construction procurement process has been completed. Construction tenders are due at the end of October 2021 for evaluation and award forecasted to be mid December 2021.
- 5.2. Monthly financial reporting is provided by the project manager to the project's Officer Working Group.

#### 6. Funding the Project

- 6.1. The table below details the funding for the project.

Government Grant 'Getting Building Fund'	£6m
Norfolk County Council	£1m
Great Yarmouth Borough Council	£1m
Norfolk Business Rates Pool	£1m
Norfolk County Council borrowing to be repaid from Great Yarmouth Enterprise Zone Pot B business rates funding	£9m
<b>Total funding</b>	<b>£18m</b>

*Figure 2; Financial contribution sources*

- 6.2. Following the feasibility studies and preliminary design, the project is currently estimated to cost £18m. This includes a risk/contingency allowance which will be refined once the results of the procurement process are known.
- 6.3. The cost of delivering the scheme will not be fully known until the scheme obtains planning approval and tender prices have been received.
- 6.4. Financial contributions to deliver the project will be provided from different sources as are set out in Figure 2. Whilst Norfolk County Council will borrow £9m to enable the project to be delivered, the annual repayments of this loan are to be fully met from the Great Yarmouth Enterprise Zone Pot B business rates until 2038.
- 6.5. Whilst a prudent forecast has been made of future business rates for the period to 2038, over such a long period there is the possibility that the level of actual business rates drops below the forecast.
- 6.6. Norfolk County Council's Cabinet in April 2020 agreed to enter into formal joint working arrangements with Great Yarmouth Borough Council over the development of this project. Following discussions it has been agreed that the financial risk sharing arrangements, regarding any potential project overspend or if there are insufficient business rates in Pot B to meet the loan repayments, will be shared equally between Great Yarmouth Borough Council and Norfolk County Council.
- 6.7. Prior to the delivery of the project and Norfolk County Council's making its £1m investment is that the principles of sharing any rental uplift between Great Yarmouth Borough Council and Norfolk County Council are agreed and documented in order that both parties are clear on their financial obligations and potential benefits.

## **7. Risk Implications**

- 7.1. There are a number of key risks for the phase 1 capital project, which are summarised below.
- 7.2. Marine Management Organisation (MMO) Licences, for main marine construction works;
- 7.3. In River Site Investigation to verify the detailed design of marine piles;
- 7.4. Cadent Gas approvals to undertake in-river piling works and highway construction works within close proximity of their intermediate pressure gas main;
- 7.5. Planning Consent from the Local Planning Authority. A planning decision is anticipated in December 2021, however consent and any associated conditions may require discharge prior to construction or operation of this phase 1 development;
- 7.6. Financial uncertainty. As mentioned in Section 5 above, the main construction works presently is unclear beyond the WSP feasibility of September 2020.
- 7.7. Once Tenders are received from bidders the costs would be reviewed for affordability. It is to be noted here from feedback of the unsuccessful EHF tender is that the external market is presently fluctuating for labour and prices/availability in procurement of materials, in particular steel and concrete.
- 7.8. LEP funding: The timetable for phase 1 of the Operations & Maintenance campus was developed with the aim of construction to be substantially completed by March 2022, within the requirements of the 'Getting Building Fund' grant, administered by New Anglia LEP. Due to

the procurement delay issues, the revised completion date is now scheduled for late 2022. This has been addressed directly with NALEP.

## **8. Legal Implications**

The phase 1 construction works is dependent on obtaining consents from the statutory bodies. Applications and dialogue are in progress with these relevant bodies.

## **9. Marketing & Promotion**

The promotion and marketing of the emerging O&M facility is underway with physical attendance at the Global Offshore Wind event at the ExCel arena in London on 29<sup>th</sup> & 30<sup>th</sup> September 2021 (see appendix).

As shown in the document attached, this was the first significant physical event for the renewables sector since lockdown began. GENERATE partnered with EEEEGR (East of England Energy Group) with a stand together with partner representatives to launch both the new GENERATE brand and the new East of England Offshore Wind Cluster. The O&M project was promoted well through a presentation to delegates alongside Tier 1 players on the GENERATE stand and the production of a prospectus. A series of leads were also generated.

Moving forwards, market engagement will continue to drive interest in the new facility.

## **10. Conclusion**

- 10.1. The Phase 1 project is currently in a good position, with adequate resources in place progressing all matters within control of the project team. One external matter, the marine licence consents sits outside of direct control of the project team within the hands of the MMO, although the project team are looking to resolve this at the earliest opportunity with MMO officers.
- 10.2. The project manager is awaiting the tender returns, due at the end of October, to provide clarity on project costs.
- 10.3. Importance of engagement. The project team needs to maintain high levels of engagement with statutory and non-statutory bodies/consultees to ensure successful delivery of the phase 1 development. A clear and robust communications strategy for this project has been developed by the project team.
- 10.4. Subject to obtaining planning consent and successful conclusion of the main works tendering procurement, the capital project for phase 1 of the development could be delivered by December 2022.

## **11. Background Papers**

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

Area for consideration	Comment
Monitoring Officer Consultation:	Via ELT
Section 151 Officer Consultation:	Via ELT
Existing Council Policies:	Local Plan Core Strategy (2015) & emerging Local Plan Part 2 (2020). Great Yarmouth Economic Growth Strategy. South Denes Local Development Order (2012)
Financial Implications (including VAT and tax):	Considered and covered in the report
Legal Implications (including human rights):	Considered and covered in the report
Risk Implications:	Considered and covered in the report
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A



Unlimited opportunities in the East of England



# Global Offshore Wind 2021

## The Event

Renewable UK's Global Offshore Wind 2021 took place 29-30th Sept at Excel London, it was the first physical event for the renewables sector since lockdown. GENERATE partnered with EEEGR (East of England Energy Group) to launch both the GENERATE brand and the new East of England Offshore Wind Cluster. The stand was 4m x 5m and positioned near the refreshments and Scottish Power Renewable presentation area with walkways/access on the 3 sides.



# Partners and Presentations

## Collaboration

We invited EEEGR to partner with us for the event, this allowed us to absorb their RUK discount into our stand space. We worked together to put on a drinks reception at the end of day 1 to launch both GENREATE and the new East of England Offshore Wind Cluster.

## Speakers (incl...)

Peter Aldous, MP

Charlie Jordan Scottish Power Renewables

Andy Paine, Vattenfall

Alastair Gill, RWE

Emma Toulson, Orsted

Juliette Saunders, Equinor

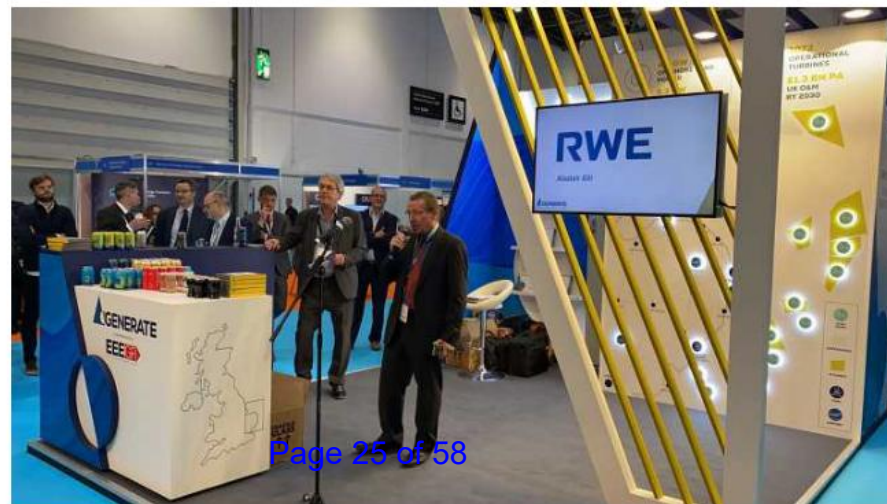
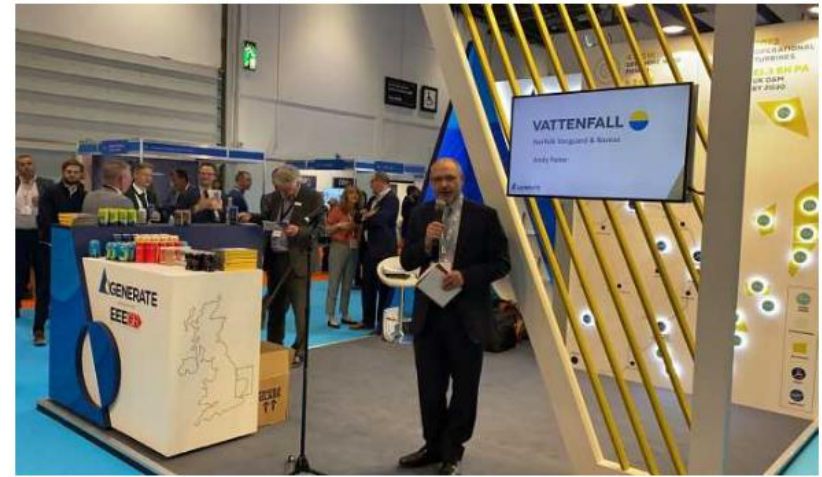
Ranjit Nagra, Peel Ports

Jay Medina, ABP

Charles MacDowell, Virginia Beach



# Drinks Reception



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# Results

There were 27 targeted business identified ahead of the event, of which we were able to successfully contact 11.

In addition, we made contact and communicated the GENERATE brand to

**88 different people** generating **13 leads** incl...

- Ventus Group
- Mee Maken BV
- Turner Lovell
- Tratos Group
- NKT

**URN: 21-154**

**Subject: Culture, Heritage and Tourism Strategy and Delivery Plan Update**

**Report to: Economic Development Committee, 15<sup>th</sup> November 2021**

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

## **SUBJECT MATTER / RECOMMENDATIONS**

This report presents to members the progress made against the Culture, Heritage and Tourism Strategy's Delivery Plan since its approval by members (P&R 21 July 2020).

Members approved the 10-year Culture, Heritage and Tourism Strategy and its Delivery Plan which has been created with input from partners and fully endorsed and overseen by the Great Yarmouth Culture and Tourism Board. The Delivery Plan includes the four themes within the Strategy, that embed arts, culture and tourism as part of the Town Investment Plan.

Members agreed this would be a 'living document' and oversight of the Strategy and Delivery Plan would be undertaken by the Borough's Culture and Tourism Board, comprising representatives from local, regional and national partner organisations and the Council's Economic Development Committee. As such, this report meets members' request for a bi-annual update monitoring report on the Strategy's Delivery Plan.

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

- 1) Review and comment on the Culture, Heritage and Tourism Strategy Delivery Plan progress update.**
- 2) Approve the proposal to reallocate the £40,000 set aside for UK City of Culture to fund the continuation of cultural programming in partnership with East Suffolk Council.**
- 3) Agree to the Council joining the Cultural Consortium as a Tier 1 partner and note the submission of the Consortium partners' application to the Culture Development Fund.**

## **1. BACKGROUND AND CONTEXT**

**1.1** In July 2020 Policy and Resources Committee received, reviewed and endorsed the Culture, Heritage and Tourism Strategy (2020-2030) and supplementary Delivery Plan which had been developed by the Great Yarmouth Culture and Tourism Board over a two-year period of research, stakeholder engagement, consultation, learning and benchmarking. (This was later fully ratified by the Culture and Tourism Board at the proceeding Board meeting in September 2021).

**1.2** The key Strategy themes which Members agreed are:

- 1 *Protect, enhance and value the built and natural environments in order to support culture and tourism and attract investment.*
- 2 *Ensure the Borough is known for providing great experiences to its communities and visitors.*
- 3 *Strengthen the Borough's creative industries by creating the right conditions for imaginative new approaches to take shape.*
- 4 *Convert the Borough to an all-year-round destination.*

- 1.3 Since the plan was originally developed, additional objectives have been woven into these themes and have become embedded within the approach. These include the 'Pathway to Recovery' which the Council developed in response to the pandemic and the aligned Economic Growth Strategy and its Action Plan. These plans are collectively used to deliver against a place focused agenda and ensures that the cultural vision can be delivered within an evolving economy.
- 1.4 Members agreed to the recommendation of the Delivery Plan being a 'living document' and as such, the plan has been updated (Appendix A) to show the progress of the achievements against the objectives of this to date. The plan is been reviewed quarterly by the Culture and Tourism Board to take into account additional initiatives which are designed to support the overall strategy themes. At the last Culture and Tourism Board meeting the Delivery Plan was meticulously reviewed and categorised highlighting those projects and ambitions that require further intervention and therefore are being prioritised by a lead officer.

## 2 LEARNING FROM UK CITY OF CULTURE PROCESS

- 2.1 At the Economic Development Committee (13 September 2021) members received an additional report on the opportunity to promote art, culture & heritage by bidding for UK City of Culture 2025 status in partnership with East Suffolk Council. Subsequently a proposal was submitted to the Department for Culture, Media and Sport (DCMS). Whilst the application did not make the longlist for 2025 consideration, it did serve to galvanise significant interest from a wide range of commissioners and delivery partners who continue to be interested in working with both councils to delivery some form of arts and cultural programming in the coming years.
- 2.2 To that end, members agreed an allocation of £40,000 budget from the Special Projects Reserve to fund progress to the next stage of the UK City of Culture bid. Whilst that bid did not progress to the longlisting stage, the two Councils remain committed to the ongoing partnership to showcase the local arts, heritage and culture events that take place across both localities.
- 2.3 The UK City of Culture 2025 bid was developed in partnership with East Suffolk Council and our local cultural partners based on the similarities the two areas share. In particular, 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 presented 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, and this remains unchanged.

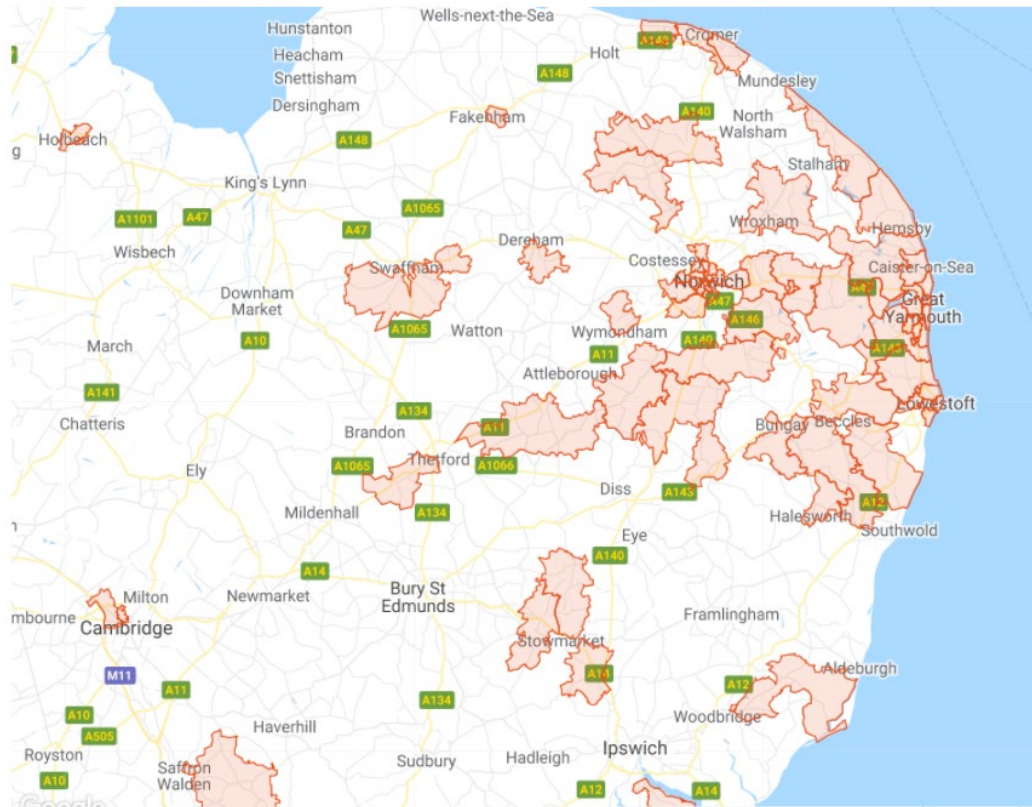
- 2.4 The contents of the application for UK City of Culture 2025 and the type of cultural events and programming the place intended to deliver was informed and developed from the input provided by the wide range of key cultural, health, business and community partners.
- 2.5 The plans were co-ordinated around five key broad themes (health & well-being, sustainability, the sea & landscape, our communities & people and lastly, the long-lasting legacy the area has of entertainment in all its forms) which provided a structure around a programme of activities and investments intended to provide a positive legacy of opportunity for the areas residents.
- 2.6 Whilst the bid was unfortunately not successful, the two Councils remain committed to commencing delivery of a joint cultural programme over the coming years delivering out one of the themes identified under the 2025 submission. This will be jointly developed under a 'Cultural Coast' brand to continue to evidence the capability and capacity to deliver a shared cultural programme in line with the aspirations set out as part of the original bid.
- 2.7 Whilst the bid did not progress past the submission stage, members are requested to re-allocate the £40,000 special projects budget to the delivery of a programme of events and activities on one of the themes (yet to be identified) from the original bid.
- 2.8 In turn, East Suffolk Council has committed £100k to the development of this ongoing cultural coast programme. Officers will in addition continue to pursue other match funding schemes working closely with Norfolk and Suffolk County Councils and the New Anglia LEP.
- 2.9 Accordingly, given the traction gained from the development of UK City of Culture ambition the Delivery Plan has been updated to now include the UK City of Culture as a longer term aspiration for continued collaborative cultural and event programming .

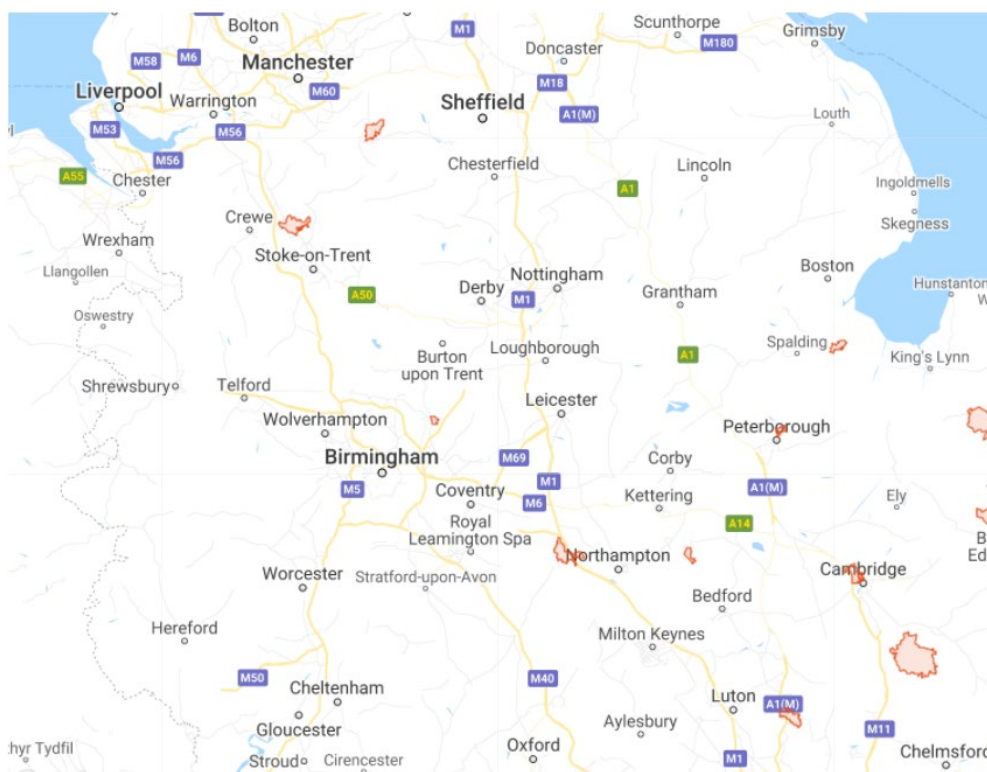
### 3 CULTURAL PROGRAMMING - NOTABLE PROGRESS

- 3.1 Delivery of local cultural activities corresponds to various the priorities within the Culture, Heritage & Tourism Strategy, and is given prominence in two aims within the Delivery Plan:
  - *Aim 2.4 Create a programme of culture-based events, animations and itineraries utilising the natural and historic assets of the Borough to include those for the sport and leisure sector (e.g. Wheels, Maritime, cycling, beach activities etc).*  
(Theme 2: Ensure the Borough is known for providing great experiences to its communities and visitors)
  - *Aim 4.1 Develop an off-season strategy - optimising the traditional offer, extending the appeal to visit off-season and diversifying to attract new visitors throughout the year.*  
(Theme 4: Convert the Borough to an all-year round destination).
- 3.2 Cultural programming is at the heart of the Culture, Heritage and Tourism Strategy and continues to be delivered within the Borough, generating significant national profile, high footfall, and is a testament to the commitment of the strategic partners that deliver against their own ambitious plans.
- 3.3 In 2021/22 to date, working within COVID-19 restrictions, a number of key events have taken place:



- **Out There Festival** – for 3 days in September (17<sup>th</sup> to 19<sup>th</sup> September 2021) Out There Arts delivered the international festival of circus and street arts. Whilst the event was unable to be delivered during the 2020 season due to the COVID-19 pandemic, Out There Arts were able to carry out the 3-day festival which drew in over 60,000 visitors from all across the country. The two images below show where visitors came from to attend this successful public event from the perspective of local attenders (within 2 hour drive time) and further afield audience numbers.





- **Fire on the Water** – in partnership with Out There Arts, the Council has developed an immersive experience with outdoor arts, lit up and spectacular installations, glowing fire pits, floating structures and fire projections inviting visitors to the event over the course of 15 nights. Located across the Venetian Waterways, the event has received significant press coverage and high praise. At the time of writing the event has been profiled on both ITV and BBC news, local and regional newspapers and many local magazines. The impact of this will be understood once the event has been completed and economic analysis undertaken, but with the event sold out with over 30,000 tickets sold, the event even at this early stage has been seen as a great success.
- **Great Yarmouth Triathlon** – In partnership with Active Norfolk, the Council developed a Triathlon which was held on the 26<sup>th</sup> September 2021. Again, this event was deemed a great success and hosted 225 participants from all over the East of England. The health, fitness, and wellbeing agenda is a priority for the Council and its partners, and as such, more sporting events such as this are being programmed in. The triathlon will take place again on the 25<sup>th</sup> September 2022.

#### 4 CULTURE DEVELOPMENT FUND

- 4.1 Members were previously advised that some areas of the Culture, Heritage & Tourism Strategy's Delivery Plan had not progressed as quickly or as comprehensively as other areas. These were stated to be:
- *The establishment of creative workspaces and community hubs to support the right climate for creative entrepreneurs to thrive (theme 1)*
  - *Support entrepreneurs to access creative skills and training opportunities in inspiring creative workspaces and community hubs (theme 2)*

- 4.2 The Council is pleased to report that these objectives have now moved on considerably since the last Committee paper with Out There Arts as the accountable body moving forward on a significant bid to Arts Council England's Culture Development Fund.
- 4.3 During the spring of 2021 Arts Council England launched Round 1 of the Culture Development Fund. Out There Arts as lead accountable body for the Cultural Consortium developed an Expression of Interest to deliver a series of capital interventions to align with the existing Town Deal and Future High Street Funded projects as led by the Borough Council. Out There Arts were successful at this stage and requested to bring back a full application due for submission in mid October 2021.
- 4.4 The Culture Development Fund programme aims to unlock local growth and productivity and promote economic and social recovery from the impact of the COVID-19 pandemic. The schemes will therefore aim to regenerate communities through capital investment in place based creative and cultural initiatives.
- 4.5 Whilst the outcome of the full application is not yet known, (this is not due until February 2021), the aims and intentions of the submission fully align with the key objectives of the Culture, Heritage and Tourism Strategy with many of the projects interventions woven throughout the action plan.
- 4.6 The focus of the Culture Development Fund bid is that it will fully align with the existing approved cultural elements of the Town Deal, Future High Street and Heritage Action Zone (HAZ) programmes, to bring them into a cohesive package providing £3.2million extra funding into the interventions outlined below and adding value to the expanding cultural programming already underway.
- 4.7 The scheme itself is primarily capital and intends to deliver:
- **Ice House Development** – this is a project already within the Town Deal funding but had a funding gap following the prioritisation exercise. The project is a £1.75m 700 sqm development of the historic thatched quayside ice house (currently a basic storage unit) into a dedicated centre for Circus Training/Teaching with additional events and a riverside terrace café bar. It is in a key gateway location and contributes to Town Deal development plans including the transformation of the quayside into a heritage/nightlife/leisure destination. It will also provide separate living accommodation and other existing resources for the circus-sector and will underpin the establishment of a new professional Circus Arts Collective and School to be based in the town (including circus performers and complimentary disciplines – sound, costume, dance, design, music, lighting etc). The combined offer for the sector will be of international significance and form a magnetic hub from which to grow a UK-leading sector cluster.
  - **145 King Street** - Immediately opposite St George's Theatre in the Heritage Action Zone, this prominent abandoned former Church Hall will be transformed into a combination of flexible Creative Work Space and living accommodation for Creative Practitioners. An additional £200k has been allocated to the project and will provide a medium scale work space for the use of cultural consortium partners, creative collective members, artists and community groups.



- **Artists live / work space** - £1m has been allocated to the development of artists live / work space providing 20 apartments for permanent living accommodation for artists and creative practitioners. This is a vital ingredient for attracting, retaining and growing a high level creative sector in conjunction with work spaces. This human resource will engage with and transform the diverse local community and neighbourhood, the wealth of cultural organisations in the immediate vicinity and help grow the unique (though neglected) neighbourhood into a buzzing internationalist edgy destination of art, heritage, food and drink.
  - **Public Realm/Public Art** - Extensive improvement of the GY Public Realm is required in order to provide an attractive and enticing environment that draws people in, generates flow and connects key cultural assets in an intuitive way. It is the 'glue' that will bind diverse assets together into a cohesive Cultural Quarter.
  - **Digital Exhibiting** – a successful CDF bid would provide the entire £200k for digital projection equipment to be used in Time and Tide's Digital Gallery and occasionally for outdoor projection.
- 4.8 Given the extent of the investments, the project will also provide much needed resource to deliver out the expanding cultural programme and oversee the success of the project.
- 4.9 As the project aligns with the proposal to re-purpose the Ice House within the Town Deal, members are asked to approve the Council joining the Cultural Consortium as a Tier 1 partner to assist in the delivery of the scheme and to oversee the ultimate success of these projects. The outcome of this application is due in spring 2022.

## 5 FINANCIAL IMPLICATIONS

- 5.1 At the current time that the Culture, Heritage and Tourism Strategy and its Delivery Plan presents, there are many projects and strategic programmes underway – either led by the Borough Council or key partners – which are supporting collaborative aims and objectives. Many of these already have clear implementation plans and have either been successful in gaining investment and grant funding (Town Deal, Future High Street Fund, 'See Great Yarmouth in a Different Light') or have had applications submitted (e.g. Culture Development Fund). Others are in the early stages of developing new project plans and frameworks in connections to specific strategic aims in the Delivery Plan.

Members approved the £40,000 allocation from the Special Projects Reserve to continue the development of the City of Culture 2025 bid should the bid be longlisted. Members are now asked to reallocate that budget to match-fund a themed cultural programme in 2022/23. This will ultimately add value to the Council's partnership work and any future City of Culture application.

- 5.2 Finally, the Culture Development Fund bid led by Out There Arts as part of the Borough's Cultural Consortium has sought £3.2million funding from the Arts Council England's Culture Development Fund. If approved, the application would ensure the residual funding gap on the Ice House project in the Town Deal is satisfied, therefore providing additionality. There is no further match funding requirement for the Council related to this application over and above Town Deal funding.

## 6 RISK IMPLICATIONS

- 6.1 The biggest risk at present is the impact of the COVID-19 pandemic, specifically the economy and public safety. However, events such as the Out There Festival, Fire on the Water and the Triathlon have been delivered with covid safety measures in place and have been a great success. That being said, there is a potential that future restrictions over the winter months might inhibit or prevent events going ahead. As such the Council and its partners continuously oversee the risks of such restrictions on a regular basis.
- 6.2 Further key risk factors for consideration include; the long-term security of our cultural infrastructure and those organisations that form critical partnerships; unpredictable changes to programme planning and project delivery timelines; indefinite understanding for where funders' priorities will be short-to-long term; and the consequences of shifting and ambiguous public messaging affecting visitor and community concern for how to safely engage with our programmes and offer.

## 7 SUMMARY

- 7.1 There has been further considerable progress of the Culture, Heritage and Tourism Strategy. This report outlines some of the most notable successes and presents activities that had been slower to come forward in previous updates; namely the creative spaces for entrepreneurs and access to training opportunities.
- 7.2 Even though the Council prepares for the potential of future COVID-19 waves and other winter pressures, project and programme work as featured in Annex A will continue and as such, will pave the way for cultural transformation through the cohesive exploitation of our arts, culture, heritage and tourism offer.

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, Culture Heritage and Tourism Strategy
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



Arts and Culture



Skills and Experience



Community Resilience



Smarter use of Tech



Accessibility



Environmental Responsibility



Sustainable Tourism



Partnerships

	Aim	Outcome	Progress	Cross Cutting Themes							
1.1	Develop and deliver a 'Seafront Masterplan' to regenerate the Borough's public realm areas along the 'Golden Mile'.	<ul style="list-style-type: none"> <li>New vision for Seafront</li> <li>Definitive masterplan adopted</li> <li>Funding Secured</li> <li>Regeneration plan roll-out underway</li> </ul>	<ul style="list-style-type: none"> <li>First stage design and development plan is complete.</li> <li>Elements have been drawn out for Town Deal (Connectivity work stream)</li> <li>GYBC Officer Working Group and Members working Group set up – led by a Strategic Director</li> <li>Conservation, heritage and design manager to report back to the C+T Board on progress of the seafront masterplan</li> <li>Gorleston seafront masterplan also in development with aligned OWG and MWG meetings to oversee the delivery.</li> </ul>	✓	✓		✓	✓	✓		✓
1.2	Re-purpose the Winter Gardens as a unique visitor attraction on the seafront.	<ul style="list-style-type: none"> <li>Funding Secured</li> <li>Operator established</li> <li>Heritage asset restored</li> <li>Asset is open and operational</li> </ul>	<ul style="list-style-type: none"> <li>Bid submitted in February with the project being one of 12 applicants.</li> <li>Outcome announced in August 2021 – where the project was awarded £9.9M of Heritage Horizons funding</li> <li>Start-up meeting successfully completed with the NLHF and permission to start approved</li> <li>Tenders for the team out to advert</li> </ul>	✓	✓		✓	✓	✓		✓

1.3	Create flexible event and outdoor animation spaces, enabling creative performances to take place, including the regeneration of the covered marketplace.	<ul style="list-style-type: none"> <li>Outdoor areas scoped and defined</li> <li>Investment plan</li> <li>Phased roll-out of new areas established</li> <li>Promotion of space and programmes</li> <li>Improved footfall and foot flow</li> </ul>	<ul style="list-style-type: none"> <li>Covered Market: designs are complete and referred to Historic England who fed into the architectural designs.</li> <li>Planning permission has been granted for the covered Market</li> <li>Comprehensive landscaping design of Market Place completed</li> <li>Construction underway</li> <li>'Enabling' animations are due to follow completion.</li> </ul>			✓			✓		✓
1.4	Establish creative workspaces and community hubs to support the right climate for creative entrepreneurs to thrive.  (connects to 2.2)	<ul style="list-style-type: none"> <li>Full inventory of buildings and assets.</li> <li>Devalued business model.</li> <li>Funding identified and secure.</li> <li>Workspaces in operation</li> <li>Increase in locally based entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Skippings Gallery, and Drill Hall, already in delivery, 145 King Street to be picked up under the HAZ</li> <li>Considerations underway as part of the HAZ and Culture development fund.</li> <li>Creative entrepreneurial training and activity to facilitated under the Community Renewal Fun bid (including NMS / OTA training schemes)</li> <li>Further milestones dependent on the project plan and 2.3 progress</li> </ul>	✓		✓				✓	✓
1.5	Development of a dedicated training centre for Circus Arts providing a high-quality environment and facilities for regular professional artist training, formal accredited teaching and courses and community classes across all levels.	<ul style="list-style-type: none"> <li>Full options appraisal of appropriate buildings</li> <li>Detailed development plans and business model</li> <li>Purchase / investment in building[s].</li> <li>Works completed</li> </ul>	<ul style="list-style-type: none"> <li>Being developed in the first instance as elements of the Towns Deal including linkages with the ice House, which will include performance space, and training facilities.</li> <li>Culture Development Fund completed and submitted 15<sup>th</sup> October which includes the match for the Ice House and support for training and teaching</li> <li>Outcome not yet known (due Spring 2022)</li> </ul>	✓	✓	✓	✓	✓	✓		✓
1.6	Development of a Heritage Information Centre	<ul style="list-style-type: none"> <li>Funding and building secured.</li> </ul>	<ul style="list-style-type: none"> <li>Funding secured via Future High Street Fund – the building will be used to promote / signpost visitors to community / cultural events and offers</li> </ul>	✓		✓			✓		✓

	(Cultural Centre) signposting tourists and local people to cultural activities.	<ul style="list-style-type: none"> <li>Building fully restored, repurposed and operational as and information hub</li> <li>Enhanced developed supporting the visitor experience and sense of place</li> </ul>	<ul style="list-style-type: none"> <li>Former Greenwoods Building now in ownership of GYPT with completed survey</li> <li>Project has reached RIBA stage 2 + concept design to spatial coordination.</li> <li>Development of digital heritage offer with University and consultants completed</li> <li>Ready to submit planning permission</li> </ul>								
<b>1.7</b>	Inject culture and heritage into public spaces, gateways with quality urban design to enhance the Borough's 'sense of place'.  (connects to 2.4)	<ul style="list-style-type: none"> <li>Public realm land in town centres incl. gateways identified and audited</li> <li>Design brief(s) created</li> <li>Funding identified and secured</li> <li>Quality placemaking projects implemented</li> </ul>	<ul style="list-style-type: none"> <li>Preparation and production of design guides is underway and part of the HAZ project</li> <li>First design guide concluded and approved by P+R, future design guides to be delegated to Director of Planning and Growth for sign off</li> <li>See outcomes under 2.4</li> </ul>	✓		✓			✓		✓
<b>1.8</b>	Develop an open spaces plan (Parks and Play Areas) to ensure open spaces support cultural pursuits and life lived outdoors, as well as supporting physical activity.	<ul style="list-style-type: none"> <li>Play areas reviewed</li> <li>Needs audited and established</li> <li>Asset strategy developed</li> <li>Funding identified and secured</li> <li>Investment is driving regeneration</li> </ul>	<ul style="list-style-type: none"> <li>Scoping underway</li> <li>Progress report due to be presented to GYBC Environment Committee in Nov 21, final report due in the new year.</li> </ul>			✓	✓	✓			
<b>1.9</b>	Seek to operate a circular economy within the tourism sector aimed at reducing packaging waste and reduce carbon footprint (EU Project FACET).	<ul style="list-style-type: none"> <li>Funding secured.</li> <li>Businesses surveyed</li> <li>Types of interventions established</li> <li>Interventions installed</li> <li>Measures in place</li> </ul>	<ul style="list-style-type: none"> <li>30 businesses have formally signed up to be involved in the project, 8 as Circular Economy Champions.</li> <li>The 8 CE Champions have completed a waste diagnostic to baseline current performance.</li> <li>Selection of pilots to be rolled out: (1) Reusable cups (2) Community Fridges &amp; composting (3) Single Use Packaging and (4) behaviour Change through an Art Sculpture Trail.</li> </ul>	✓	✓			✓	✓	✓	✓

			<ul style="list-style-type: none"> <li>• Procurement of bin frames to introduce mixed bottle recycling along Great Yarmouth seafront and increase efficiency of collections.</li> <li>• Procurement of ballot bins to reduce cigarette butt littering.</li> <li>• Data collected to inform introduction of smart compaction bins in Hemsby.</li> </ul>								
<b>1.10</b>	Ensure our beaches are accessible for all by improving the surrounding infrastructure and introducing boardwalks where required.	<ul style="list-style-type: none"> <li>• Accessibility audit complete</li> <li>• Feedback from users achieved</li> <li>• Designs complete.</li> <li>• Funding identified and secured</li> <li>• Works installed and complete</li> </ul>	<ul style="list-style-type: none"> <li>• Officers currently assessing the funding streams.</li> <li>• Proposed to be included in seafront masterplans.</li> <li>• Both Great Yarmouth and Gorleston have a beach wheelchair that can be hired at no cost.</li> </ul>	✓		✓	✓	✓	✓		



Arts and Culture



Skills and Experience



Community Resilience



Smarter use of Tech



Accessibility



Environmental Responsibility



Sustainable Tourism



Partnerships

## Theme 2: Ensure the Borough is known for providing great experiences to its communities and visitors

**Rationale:** Supporting, developing and delivering initiatives that invest in and **showcase the Borough's rich and multi-layered culture** – its people, buildings, experiences, landscape, and geographies. This includes **increasing skills, training pathways and local employment opportunities** across these sectors as well as enhancing the health & well-being of both our visitors and residents.

	Aim	Outcome	Progress	Cross Cutting Themes							
2.1	With diverse communities at the heart of its plans, create opportunities to position Great Yarmouth on the national and international stage as a Place with arts, culture & heritage embedded in regeneration to support the spirit of community.	<ul style="list-style-type: none"> <li>Increased cultural programming</li> <li>National profile</li> <li>Increased visitors and economic value</li> <li>Projects that will address the levelling up agenda</li> <li>Enhanced access to new funding streams</li> <li>UK City of Culture accolade</li> </ul>	<ul style="list-style-type: none"> <li>Partnership built with east Suffolk Council</li> <li>Supporting bid planner procured and themed approach developed and Culture and Tourism Board consulted</li> <li>Stakeholder consultation on the bid completed and themes refined as result</li> <li>Bid submitted with over 100 supporting letters including high profile businesses and celebrity endorsements</li> <li>Video and marketing collateral designed and launched.</li> </ul>	✓	✓	✓	✓	✓	✓	✓	✓

2.2	Promote Great Yarmouth as the 'UK Capital of Circus' as a key year-round hook for attracting visitors, residents and businesses and building a creative community	<ul style="list-style-type: none"><li>Well-designed performance spaces</li><li>An attractive Artists Collective package of support</li><li>New funding streams for artists</li><li>Circus and Street Performance integrated into key events</li><li>Promotions</li></ul>	<ul style="list-style-type: none"><li>Work has been focussed on the delivery of the wider Winter Programme as a focus for attracting visitors as part of the COVID recovery programme</li><li>Out There Arts produced and delivered a 3 day Out There Festival attracting over 60,000 visitors.</li><li>See Great Yarmouth in a Different Light developed including Fire on the Water event</li></ul>	✓	✓		✓				✓	✓
2.3	Support entrepreneurs to access creative skills and training opportunities in inspiring creative workspaces and community hubs.  (connects to 1.4)	<ul style="list-style-type: none"><li>Good market research - Skills gap analysed and demand assessed</li><li>Business model developed</li><li>Funding identified, applied for and secured</li><li>Delivery of training opportunities.</li></ul>	<ul style="list-style-type: none"><li>Key heritage and culture partners developed a priority project under the GY Skills Taskforce project and submitted to the Community Renewal Fund in July. Outcome not yet known</li><li>Elements have also been considered and completed as part of the Culture Development Fund bid</li><li>Plans being developed with partners to drive local creatives and start-ups towards the 'Creative Unlimited' support Scheme (New Anglia LEP Cultural Board/ Growth Hub).</li></ul>	✓		✓					✓	✓
2.4	Develop experiential trails that navigate through the borough highlighting cultural assets such as the proposed 100 trees / 100 sculptures project  (connects to 1.7)	<ul style="list-style-type: none"><li>Develop project[s].</li><li>Funding identified, applied for and secured</li><li>Projects are included as part of wider regeneration proposals.</li></ul>	<ul style="list-style-type: none"><li>2 x sculptures now in situ at Blackfriars Road</li><li>Greening of the town has been included as part of the Town Deal</li><li>Success with Funding (Trees): GYPT secured funding for a 200-tree community orchard</li><li>Delivered the community orchard</li><li>Secured Trees for Cities funding to plant 500 trees across the Town Centre over the next two years.</li><li>Development of masterplan for the Trees for Cities project underway</li><li>GYBC working with the EXPERIENCE project to commission landmark piece of public art for the market place and will be matched by Future High Streets Funding.</li></ul>	✓	✓	✓	✓		✓	✓	✓	



			<ul style="list-style-type: none"><li>Additional wayfinding included in the Town Deal and currently under development (connectivity)</li></ul>								
2.5	Create a programme of culture-based events, animations and itineraries utilising the natural and historic assets of the Borough to include those for the sport and leisure sector (e.g. Wheels, Maritime, cycling, beach activities etc).  (connects to 4.1)	<ul style="list-style-type: none"><li>Viable events identified with partners.</li><li>Funding identified, applied for and secured</li><li>Events planned, facilitated and delivered</li></ul>	<ul style="list-style-type: none"><li>Winter Programme developed – to be delivered 2021/22</li><li>Decorative lighting installed and animations underway, match funded by the ERDF Welcome Back Fund</li><li>Fire Over Water tendered – trail planned at the Waterways and launched / delivered at time of writing.</li><li>Great Yarmouth triathlon developed in partnership with Active Norfolk and delivered in October. Triathlon planned for 2022.</li><li>‘Christmas in the Parks’ under development and promotion underway</li></ul>		✓	✓	✓	✓	✓		✓



Arts and Culture



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Partnerships

Environmental Responsibility

### Theme 3: Strengthen the Borough's creative industries by creating the right conditions for imaginative new approaches to take shape

**Rationale:** *Putting creative industries at the heart of our community will support economic prosperity and provide a unique cultural offer for residents and visitors. This includes promoting environmental responsibility, embracing 'smart' digital technologies and improving accessibility for all as part of our visitor economy offer.*

	Aim	Outcome	Progress	Cross Cutting Themes							
3.1	Explore opportunities to develop sustainable models of revenue generation from capital developments and trading.	<ul style="list-style-type: none"> <li>Suitable residential and commercial properties identified.</li> <li>Feasibility plans complete</li> <li>Appropriate business models developed and in operation</li> <li>Funding and investment secured</li> <li>Generated revenue enabling cultural activity and products</li> </ul>	<ul style="list-style-type: none"> <li>Buildings included in the HAZ (145 King Street) which has now been approved by Government for CPO process.</li> <li>Two buildings included within the Culture Development Fund bid to be converted to residential use</li> </ul>	✓	✓				✓	✓	✓
3.2	Work with partners to design and adopt	<ul style="list-style-type: none"> <li>Key audiences identified</li> </ul>	<ul style="list-style-type: none"> <li>New website provider identified</li> <li>Website now live</li> </ul>	✓		✓	✓	✓	✓	✓	✓

	technologies to provide information and marketing tools to support and enhance the visitor experience.	<ul style="list-style-type: none"> <li>• New comms tools identified</li> <li>• Funding sourced and secured</li> <li>• Implement and promote tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Web advisory group created and meetings regularly taking place.</li> <li>• New Branding has been approved in Partnership with Visit GY who are now rebranded as Visit Great Yarmouth</li> <li>• New footfall technology in place.</li> </ul>								
3.3	Work with partners to support Great Yarmouth's Physical Activity Framework, devising activities that support a holistic approach to people's health and wellbeing and foster community resilience.	<ul style="list-style-type: none"> <li>• Community voice contributing to the creation and delivery of physical activity events</li> <li>• Newly developed activity outreach programme implemented</li> <li>• Health sector partners collaborating and connected to the cultural offer</li> </ul>	<ul style="list-style-type: none"> <li>• Active GY steering group is now fully established is with approved Terms of Reference and a detailed action plan that all partners are signed up to deliver against</li> <li>• A recent update when to Housing and Neighbourhood committee</li> <li>• Next steps – continued delivery of the framework</li> </ul>	✓	✓	✓					✓
3.4	Develop formally accredited training courses in Circus Arts, from foundational levels to higher levels, through partnerships between circus and education sector organisations.	<ul style="list-style-type: none"> <li>• Opportunities for production and technical training / apprenticeships identified</li> <li>• A base of skilled tutors established</li> <li>• Cohorts of artists attracted</li> <li>• Increased ambition and quality of local training</li> <li>• Partnerships with industry in place</li> <li>• Formal accreditation available</li> </ul>	<ul style="list-style-type: none"> <li>• Pending UKCC conversation.</li> <li>• St Georges Trust developing links with East Coast College through the LIFT project</li> </ul>	✓	✓	✓					✓



Arts and Culture



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Partnerships

#### Theme 4: Convert the Borough to an all-year round destination

**Rationale:** To ensure the right conditions exist to encourage **greater access to attractions, entertainment, accommodation, places to eat and cultural experiences**. This will require the seasonal nature of the sector to **extend its offer** including creating positive conditions for an evening economy to thrive. Working together and expanding our knowledge at a local level will be key to building our capacity to increase the overall value of our tourism economy.

	Aim	Outcome	Progress	Cross Cutting Themes							
4.1	Develop an off-season strategy - optimising the traditional offer, extending the appeal to visit off-season and diversifying to attract new visitors throughout the year.  (connects to 2.4)	<ul style="list-style-type: none"> <li>A well-researched approach to winterproofing tourism businesses</li> <li>The creation and marketing of an all-year round programme of events and activities.</li> <li>A new winter programme</li> <li>Roll out of compressive flexible year-round programme.</li> </ul>	<ul style="list-style-type: none"> <li>Secured match funding for Winter Programme – now called ‘See Great Yarmouth in a Different Light’</li> <li>Programme planned – paused / rescheduled due to COVID restrictions</li> <li>Aminations procured and installed</li> <li>FOW tendered and planning underway</li> <li>Business Adaptation Grant Scheme launched</li> <li>Winterisation Grant Scheme to be developed</li> <li>Destination Management Plan under development (please refer to 4.3)</li> <li>Investment secured from: Business Adaptation Grant Fund, Winterisation Grant, Norfolk Strategic Fund, Project EXPERIENCE</li> </ul>	✓		✓	✓	✓	✓	✓	✓

			<ul style="list-style-type: none"><li>GYBC Events Policy developed – targeting an all year round event programme</li></ul>								
4.2	Be part of a proposal to secure a Tourism Zone, ensuring the borough is front and centre of the visitor economy for Norfolk.	<ul style="list-style-type: none"><li>Tourism Zone in Great Yarmouth lobby success</li><li>Business case complete</li><li>Tourism for Zone application success</li><li>Initiatives roll-out in progress</li></ul>	<ul style="list-style-type: none"><li>LEP Visitor Economy recovery plan launched</li><li>Unexplored England - VEE &amp; VS secured funding to assist with destination marketing</li><li>Workshop with partners delivered in December to compile justification for Tourism Zone</li><li>Outcomes of consultation woven into the Final Destination Development Plan signed off by the LEP Board<sup>1</sup></li><li>Tourism Zone superseded with the DCMS Tourism Recovery Plan and DMO review</li></ul>	✓	✓	✓	✓	✓	✓	✓	✓
4.3	Create and deliver a dynamic Destination Management Plan that promotes culture, heritage and tourism assets, and the programme of events and activities that the borough has to offer all-year round.	<ul style="list-style-type: none"><li>A shared place-based brand amplified far and wide</li><li>Well-researched evidence-base of emerging needs and opportunities</li><li>Destination Management Plan that includes targeted marketing campaigns for year-round experiences.</li></ul>	<ul style="list-style-type: none"><li>A Destination Management Plan draft has been developed and officially launched</li></ul>	✓		✓	✓	✓	✓		✓
4.4	Work jointly with partners to undertake targeted online marketing, seeking support from social media influencers, and place-based brand ambassadors to	<ul style="list-style-type: none"><li>On-brand campaigns (to promote the culture of the borough)</li><li>Communication tools Identified</li><li>Influencers founds and recruited</li><li>Key target audiences identified</li></ul>	<ul style="list-style-type: none"><li>GYBC now working with Marketing Board of Visit GY</li><li>Actively promoting through SM – ‘a Space To’ campaign</li><li>Visit GY is developing a social media influencers programme for 2021 inc. work with a PR agency</li><li>GYBC ongoing marketing and digital appropriation of BAU annual events</li></ul>	✓	✓	✓	✓	✓		✓	✓

<sup>1</sup> [FINAL-LR-East-Of-England-Tourism-Action-Plan-September-2021-WEB.pdf \(newanglia.co.uk\)](#)

	promote experiential activities.	<ul style="list-style-type: none"> <li>Tools implemented and promoted</li> </ul>										
4.5	Promote 'Project EXPERIENCE' in the Borough via access to cultural events & activities outside of the main season. Including enablement of access to the natural environment and landscape.	<ul style="list-style-type: none"> <li>Investment to fund local projects in Great Yarmouth is to fund.</li> <li>A well-developed programme plan.</li> <li>Out-of-season events programme delivery</li> </ul>	<ul style="list-style-type: none"> <li>Innovation Incubator launched, 4 bids through to second stage. Each scheme now being developed</li> <li>'Norfolk Way' Trail will contain 7 art installations across Norfolk to support landscape interpretation for visitors – GY's large landmark public artwork being developed in partnership (see 2.4) with GYBC and will be put in the marketplace</li> </ul>	✓	✓		✓	✓	✓	✓	✓	✓

#### **Acronym List**

*GYBC – Great Yarmouth Borough Council*

*ACE – Arts Council England*

*NHLF – National Heritage Lottery Fund*

*HE – Historic England*

*GYTCP – Great Yarmouth Town Centre Partnership*

*GYPT - Great Yarmouth Preservation Trust*

*NCC – Norfolk County Council*

*VN – Voluntary Norfolk*

*BA – Broads Authority*

*SGT – St George's Theatre*

*Jays UK – Jays UK Ltd/ Hippodrome*

*NMS – Norfolk Museum Service*

*LEP - Local Enterprise Partnership*

*AN – Active Norfolk*

*CCG - Clinical Commissioning Group*

*PCNs - Primary Care Network*

*NPH – Norfolk Public Health*

*VEE – Visit East of England*





**URN:** 21-090

**Subject:** Kickstart Programme – Progress Update

**Report to:** Economic Development Committee – 15<sup>th</sup> November 2021

**Report by:** Victoria Mallender, Economic Growth Manager

#### **SUBJECT MATTER / RECOMMENDATIONS**

Following the Chancellors recent extension of the Kickstart Scheme the finite details of which remain unchanged, this report gives an update to the Economic Development Committee on the progress made and forward planned activity.

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

- 1) Review and comment on the progress of the Kickstart Scheme and the proposed forward activity to continue promotion of the scheme.**

## **1. BACKGROUND AND CONTEXT**

- 1.1 In October 2021 the chancellor announced the extension to the Kickstart Scheme which initially allocated £2M. The extension is to see the scheme to continue until March 2022 but refocused costs for this are not yet available.
- 1.2 The outlines of the scheme remain the same; businesses of all sizes looking to create quality jobs for young people can apply to create new 6-month job placements for young people who are currently on Universal Credit and at risk of long-term unemployment. The job placements should support the participants to develop the skills and experience they need to find work after completing the scheme.
- 1.3 Programme details: The Kickstart Scheme is a national government scheme designed to create hundreds of thousands of high quality 6-month work placements for young people aged 16-24, who are claiming Universal Credit. It was launched on the 8th July after the Chancellor announced the Kickstart Scheme as part of the Plan for Jobs
- 1.4 Employers of all sizes can apply for funding which covers:
  - Associated NI contributions and any relevant workplace pension contributions (automatic enrolment).
  - A wage subsidy to cover National Minimum Wage and national insurance for a minimum of 25 hours a week for 6 months, which is around £6,500 for the 6 months

- A £1,500 grant is paid to the employer per employee to support setup costs, support, training and wrap around employability support to assist the placement to gain employment following the placement
  - Employees are eligible if they are either on Universal Credit or at risk of being long-term unemployed
  - Employers can choose to engage directly with the scheme or can use a representative 'gateway' organisation
  - Scheme approval is effectively an eligibility test on the basis of: is the role new / not replacing existing, and are they providing sufficient wider employability support
  - Approved intermediaries / companies will share Job Descriptions with DWP, who take responsibility for sourcing possible candidates based on employers' requirements and available talent
  - Companies interview to make final hiring decision
  - A £300 fee per placement is available to representative organisations (Gateways) however, no fee is paid if application is made directly
  - DWP may make periodic assessments, including how far employability support is being provided
- 1.5** At the 26<sup>th</sup> October 2020 Economic Development meeting, members resolved to not to act as a gateway as an Authority but to endorse the scheme with active promotion by council officers, these arrangements were formalised shortly thereafter. Feedback from Gateways confirms this was the right decision for council officer resources.
- 2 PROGRESS TO DATE**
- 2.1** Officers have remained focused and engaged in the promotion into the 3 local Gateways: Norfolk Chamber of Commerce, Norfolk County Council and East Coast College. Officers are working closely with Gateways to maximise all potential borough opportunities and promote the wraparound training service offered by East Coast college.
- 2.2** Since the scheme was launched locally on the 22nd December 2020 officers have provided regular and continued promotion to the borough's businesses through a wide range of communication methods. Webinars have been conducted in partnership with the Chamber of Commerce and East Coast college. Feedback from attendees continues to be positive. Social Media coverage, Monthly newsletters, Direct officer engagement, collaborative work are amongst the regular methods of communication. Gateways have remained complimentary of the Councils continued engagement and promotion of the scheme.
- 2.3** Delays within the DWP processing remains a key concern, Gateways report that it can take more than 5 weeks for a job opportunity to be live on the Job's system and whilst the number of opportunities are at a reasonable level filling the roles remains challenging.
- 2.4** Officers in conjunction with Gateways have been supporting businesses throughout their kickstart journey, this engagement has been vital to ensure the appetite to offer placements remains high to ease the delays and minimise employers withdrawing roles.
- 2.5** The input of all involved has resulted in Great Yarmouth businesses offering 82 placements for Kickstart candidates, with 24 candidates currently in post. Whilst officers would have liked to see higher numbers, the council is assured by the DWP Gateways that this is a high conversion rate.

- 2.6 Discussions with Gateways supports statistics which indicate the issues lie with filling roles and this is a national as well as a local issue. These issues have been put down to the lack of willing candidates and not a lack of jobs available. The Gateways have made the suggestion to the DWP that perhaps a wider variety of non admin specific roles (these currently makes up 25% of available roles), raising the application age to 30 and upskilling candidates with the soft skills required when contacting employers (cv writing, interview skills and verbal communication) might improve number of candidates coming forward.
- 2.7 The DWP marketing guidelines are strict and whilst they do not allow the Council or Gateways to engage directly with promoting specific roles into school's Officers will be partnering with East Coast College to promote the Kickstart Scheme at the Great Yarmouth Jobs Fair based at the Town Hall on the 17<sup>th</sup> November 2021.
- 2.8 Whilst the extension of the scheme was welcomed Gateways are feeding back that they are considering keeping placement applications closed to concentrate on filling the currently unfilled placements. Some of those with inhouse placements will create roles against candidate requirements to give on opportunity to a young person.
- 2.9 The DWP are unable to provide regular reporting to councils or Gateways and with no specific region standing out from the others as to learn from we can only look to obtain National Intelligence from the media sources highlight the following:
- Nationally by sector over 25% of the jobs are in administration which is by far the biggest sector with retail and sales 2<sup>nd</sup> and creative and media 3<sup>rd</sup> at only 10%.
  - Looking at sectors represented strongly in our economy, only 2,850 (3%) jobs have been created nationally in engineering and maintenance and (7670 = 8%) in hospitality and food. Sector information by region is unavailable, but using the East "share" above we can estimate 85 jobs in engineering and 613 in hospitality over the whole of the East.

### 3 PROCESS / TIMELINE

**3.1 Agreed outputs for the business and timeline** - The process of employing young people into these roles can take some time, and as a result, the revised window for new applications to the Kickstart Scheme from employers and variations from gateway organisations will close on 17 December 2021 with no further applications being considered after this date.

#### 3.2 Business Agreed Outputs

- provide regular, meaningful work for the Participants that will help them become more attractive to future employers and maximise their readiness to make a successful transition into long term employment. For the work to be meaningful, the job must be equivalent to a job not funded by the Kickstart Scheme and must not involve significant classroom or online training
- provide support to help each Participant with finding future employment. This can include on-the-job training, work search support, transferrable skills development, mentoring and careers advice plus support with CV and interview preparation.

- help to build each Participant's work skills which can include developing attendance management, timekeeping, teamwork, and communication skills. This will help the Participant's employment prospects after the Kickstart Scheme job ends
- keep records and other evidence of how the above outputs are being achieved (for example, notes of positive feedback that the Participant receives, records of mock job interviews conducted) and provide details to DWP on request

### 3.2 Next Steps of Placements Applied for:

- If a submitted vacancy has been approved, the DWP will issue a grant offer letter and other documentation to sign, including the creation of a vacancy template (each vacancy is advertised using a strict template)
- Signed grant offer letters, bank details and completed vacancy templates must be returned to the chosen Gateway or DWP.
- If a Gateway is being used they will submit the completed templates to DWP for approval –DWP will start the process of making the vacancy live, this can take from 10 days to 5 weeks.
- The vacancy is only live once the employer has received written notification either direct from a Gateway or the DWP or they start to receive referred candidates.
- **DWP Work Coaches will identify and refer suitable candidates** to the email stated in the Vacancy Template. It is then up to the candidate to submit a CV and follow up.
- The DWP will keep referring candidates until the chosen closing date, the referral limit is reached, or the employer confirm that the position has been filled.
- Changing vacancy details—it is the responsibility of the employer to check the vacancy details and the vacancy end date, if this has passed referrals will no longer be received. If a business wishes to extend the date, they must contact the DWP via email and state request in the body of the email. This email address is also used to discuss referral numbers, revise a vacancy and all other general issues, Gateways report a long delay in responding to emails.

### 3.1 Interview/Employment

- Employers can select and arrange to interview chosen referred candidates either face to face, through Zoom or make arrangements with the DWP go into the Jobcentre to arrange a handful of interviews or an open day.
- Employers must follow normal HR requirements for the placement in interview, as with any other potential candidate interviewing for a position
- If an employer wishes to offer a candidate a placement they must notify the Gateway and DWP with: A start date, end date, name of the candidate and the unique DWP ID Number to start the funding process.
- Employers must ensure Employability Support is discussed and finalised with the placement at Interview or on the day of starting. This includes training, mentoring, work diaries, equipment and uniform specific to the role and monitoring well-being. This should also be monitored regularly and evidenced
- All employers are to adhere to all normal HR procedures with the kickstart placement.

### 3.2 Funding timeline

- Wrap Around Funding - £1,500 should be received by the Gateway within 10 working days / 2 weeks from the start date of a placement, this will then be paid to the employer.
- Wages - The placement is to be added to the employer's payroll and pay wages, PAYE, and NI as normal. The RTI within the PAYE submission will allow the DWP to verify the candidate has been paid agreed salary for the placement and will trigger the next payment to the employer – this takes approximately 2 weeks after month end (or 6 weeks from the placement start date)
- The DWP Kickstart will cover 100% of the national minimum wage (or the the National minimum wage depending on the age of the participant) for 25 hours per week for a total of 6 months, plus associated employer NI contributions and employer minimum automatic enrolment contribution.
- A higher wage can be paid, and more hours offered, but the Kickstart funding will not cover this additional amount and this will be to the cost of the business.
- The monies will be paid to the Gateway and then passed onto the business. The DWP will be validating the information using HMRC's records as they do now for Universal Credits. They will check every 30 days to ensure the young person is being paid through PAYE. If the person is employed, the DWP will then pay the grant agreed in arrears
- The placement must be paid on time each month with no delay.

### 3.3 Funding timeline

Funding type	When the funding it usually processed	When a business will usually receive the funding
Setup costs	After the employer has told DWP the young person has started	Up to 10-14 working days after it's been processed
First wage payment	6 weeks after the start date	Up to 11 working days after it's been processed
All other wage payments	30 days after the previous wage payment	Up to 11 working days after it's been processed

## 4 SUMMARY

- 4.1 Continued efforts to actively work with Gateways to promote and educate on the key benefits of the scheme to both businesses and candidates within the borough with an aim to increase the number of filled positions remains key.
- 4.2 Increased social media targeting (whilst remaining within T&C's) to encourage and educate candidate on the scheme remains the adopted method and will be used to promote inhouse webinars and availability of wraparound support and training.
- 4.3 Unfortunately officers are unable to market specific roles or employers due to the DWP's strict marketing T&C's and feedback from Gateways reports that we as a council are doing

all we can to actively promote and support the scheme and that our activity level remains high in comparison to other council.

- 4.4 It is felt that the scheme needs to provide enhanced support to candidates, most young people on Universal credit will have been out of work for some time if every employed and the basic skills of CV writing, emailing and calling a potential employer is beyond their comfortzone or skill set, with some soft skills and support Gateways are confident candidates numbers would increase.
- 4.5 Great Yarmouth Borough Council currently has 6 kickstart job opportunities for customer service roles, the Council has now received a few applications for these roles and will report back on the outcomes.

#### 4.1 Forward Activity

Activity	Task	Oct	Nov	Dec
B2B Engagement	* Generate opportunities whilst engaging with businesses within the borough * Identify businesses within the borough whom we feel Kickstart will benefit * Use Inward calls as an opportunity to promote the provision	Daily engagement		
Digital Advertising	* Social Media: Facebook, LinkedIn, Twitter * GYBC website: Full Kickstart details available + hyperlinks for Gateways * Weekly newsletters sent to circa 1,300 businesses * GYTABIA to promote digital via SM and Newsflash updates	Weekly Daily Weekly Weekly	Weekly Daily Weekly Weekly	Weekly Daily Weekly Weekly
Marketing Campaigns	* Work with East Coast College to create wrap around support for businesses	Ongoing	Ongoing	Ongoing
Events	* Partner East Coast College to Promote Scheme at the Great Yarmouth Jobs Fair		17th Nov	
Webinars	* Develop and deliver a focused webinar for Kickstart provision to employees in partnership with JobCentre Plus			Monthly
Gateway Engagement	* Bi-weekly updates with Gateways * Implementation of best practice * Follow up application to provide enriched support to employers	Bi weekly Daily Bi weekly	Bi weekly Daily Bi weekly	Bi weekly Daily Bi weekly

#### Members are asked to:

1. Review and comment on the progress of the Kickstart Scheme and the proposed forward activity to continue promotion of the scheme.

Area for consideration	Comment
Monitoring Officer Consultation:	As part of an ELT update.
Section 151 Officer Consultation:	As part of an ELT update.
Existing Council Policies:	Economic Growth Strategy, Pathway to Recovery Plan
Financial Implications:	None
Legal Implications (including human rights):	None
Risk Implications:	None
Equality Issues/EQIA:	None
Crime & Disorder:	None
Every Child Matters:	N/A

**URN:** 21-084

**Subject:** Go Trade project update

**Report to:** Economic Development Committee – 15<sup>th</sup> November 2021

**Report by:** Stacy Cosham (Project Manager)

## SUBJECT MATTER

The council is one of 16 Go Trade partners from areas across Southern England and northern France and will work across several project streams including tourism, communications and digital development.

The project: 'GO TRADE' stands for **G**rowth of the Visitor Economy through **T**raditional Markets, **E**mployment and Skills and aims to increase visitor footfall across a number of town centres throughout the partnership geography, by enhancing the visitor experience of traditional street markets. The specific objective of the project is to *“improve and modernise the traditional markets offer to use them as entry point for tourism and to create a cross-border brand targeting visitors from close Europe”*

Building relationships between partner organisations and planning work began in late 2017 and the project will conclude administratively in 2022. Project delivery must be completed by 31 December 2021.

The report is an update to the Economic Development Committee of the progress and outcomes of the Go Trade project to date, along with detailing the plans for the remainder of the project and legacy.

## RECOMMENDATIONS

**That Committee:**

- a) **Note the achievements of Go Trade project as described in this paper**
- b) **Investigate the opportunity of using some of the GYBC unspent allocation to set up a small grant scheme to establish a new roaming farmers market.**
- c) **Approve the allocation of the remainder of the funding to Wi-Fi maintenance and market opening launch.**

## 1. BACKGROUND AND CONTEXT

1.1 The project: 'GO TRADE' stands for **G**rowth of the Visitor Economy through **T**raditional Markets, **E**mployment and Skills and aims to increase visitor footfall across a number of town centres throughout the partnership geography, by enhancing the visitor experience of traditional street markets. The specific objective of the project is to *“improve and modernise the traditional markets offer to use them as entry point for tourism and to create a cross-border brand targeting visitors from close Europe”*

1.2 Basildon Borough Council is the lead partner, managing the 16-member partnership and activity plan delivery. The project was invited by funding body Interreg (Chanel France)



England to apply for a project extension, allowing for all activities to be delivered which had been negatively impacted by the pandemic. The project has been successfully extended for an additional 12 months; concluding 31 December 2021 and project evaluation completed by March 2022.

1.3 The overall project budget (which covers all 16 partners) is £4,987,264 with the Borough Council being allocated a small allocation of £256,013. The project has been delivering well and achieved a great deal for such a small allocation of funding, however, there is a small proportion remaining that was provided in addition to the agreed allocation, with the addition being provided to put into place activities that would encourage visitors back to the area following the impacts of the pandemic. More on this can be found in section 4.

1.4 Expected results of the project programme are to:

- Preserve the variety of the cultural asset by bringing back the values, variety and vitality of traditional markets
- Create new businesses, growth of existing businesses through entrepreneurship and bespoke business support
- New commercial opportunities for surrounding shops

## 2 WORK TO DATE

2.1 The project is running to plan, working to meet all contracted outcomes. As of April 2021, the Council has become the lead partner on some deliverables previously assigned to other project partners, who did not remain within Go Trade for the extension period. This is a testament to the efforts made by the Council to deliver on outcomes with such a small allocation of funds.

2.2 Key achievements - The Council has achieved a great deal during the Go Trade project to date, as previously reported, the standout achievements benefitting Great Yarmouth the most are the following activities:

- **Producing the Go Trade Brand** - The Council developed an identifiable brand for Go Trade. This has been adopted by every associated market. By attending International Trade shows in 2018 and 2019 the exhibition stand caught the attention of high-profile travel companies who invited partners to feature their markets on their websites. This included Masterchef France magazine, TripAdvisor, Tui and Thomas Cooke holidays.
- **Development of the Go Trade Website** - Great Yarmouth worked proactively with University of Greenwich to develop the Go Trade website. A website that promotes Go Trade markets to potential visitors and offers free business support resources intended to help Traders adapt and enhance their business. The website is now managed by Great Yarmouth Town Centre Partnership.
- **Digital Corner – Free public wi-fi** - Providing a digital experience for visitor, customer and trader. The project has sponsored the installation of free public wi-fi hotspots around the marketplace. This benefits visitors able to search local information, access QR code posters directing them to local tourism events and venues. The wi-fi also benefits Traders by giving them a semi-secure connection to run contactless payment systems. The devices also include footfall sensors enabling the Council to collect visitor and retail data benefitting future major funding applications.

- **A range of market entertainments** - Over the years Go Trade has sponsored the cost of bringing local entertainers to perform on the marketplace. Traders have fed back that as these events take place it brings visitors to the market, increases dwell time and benefits their business. Since the installation of footfall sensors around the markets as part of the Digital Corner initiative, footfall during events can be monitored more effectively to assess success

- **Other Go Trade Initiatives**

Sophisticated online **business training** modules were designed by University of Greenwich built into the Go Trade website.

A **mentorship programme** was established in 2018, two long-serving traders offered to become mentors to support new traders entering the market.

**Young Trader Markets** is an initiative led by the NMTF; Great Yarmouth market currently does not have any traders who meet the 18 to 30-year-old criteria to participate in the regional and national competition

Learning taken from these schemes have been used by other partners in their own areas and can be applied to the new market in the future.

### 3 **AMBITIONS FOR THE REMAINDER OF THE PROJECT**

#### 3.1 Additional activities that are being delivered include:

- Continuation of business support offered through the Business Support Team. Further promoted through a dedicated monthly trader newsletter which will explain the benefits of Go Trade and what it has to offer our traders. This will include how to use the Go Trade website and why add their stall to further promote their business.
- A partnership marketing campaign is designed to support all traders across all markets, linking to their own online business pages to enhance their customer reach.
- Providing supporting costs for the delivery of the 2021 Christmas in the Parks coordinated by the Events Team.
- Assisting the Lead Partner with implementing sustainability plans to ensure legacy of the project. This includes attracting other markets to join the Go Trade brand.
- The Council's events team confirm 12 additional temporary units have been purchased with Go Trade budget and branded which will be used at future pop-up market events. A long-term intention is to potentially loan these units out to other organisers for the purposes of festivals and other local events.

- #### 3.2
- The Council has reached out to neighbouring authorities across Norfolk with markets to encourage them to join the Go Trade brand with no success. Other partners, such as Basildon, Gravesham, Caen, Lumbre and Louvinge Dessert, have achieved this through establishing additional markets within their local authority area. Upon discussion with the Joint Secretariat, it has been approved that the Council can set up a small market attracting tourism across the Borough under the Go Trade brand to meet this deliverable. Therefore, the project team will be consulting working with the Strategic Director to explore how the success in Gorleston can be applied in other areas across the Borough such as a roaming farmers market.

### 4 **FORWARD ACTIVITY**

- #### 4.1
- The Council has accumulated £53,441 of unmatched GO Trade funding, whereupon Interreg awarded full intervention rate for three claims resulting in the Council's 31% match being

retained. As the agreed funding match should be used for market initiatives, officers propose to reinvest into Great Yarmouth Borough in the following ways:

- **Roaming Farmer/Produce Markets**

A mandatory deliverable is to attract new markets to join the Go Trade brand. It can be achieved by establishing new regular markets (farmers, produce and craft markets) in addition to the town centre permanent market. In conjunction with another emerging initiative within the area of Gorleston, local organisations could apply for up to £500 utilising the above funds for set up costs for branded equipment, to deliver such pop-up markets.

The initiative would include attracting local sellers and traders who can also find an opportunity to join the Town Centre market if they wish. Should members support this approach, a small grant applications would be reviewed by a panel consisting of representatives from Property Services (Market Management), Environmental Health (licensing); Business Support and Project Management Office (responsible for Go Trade project delivery). To comply with Go Trade branding requirements the roaming markets would be registered through the Go Trade Quality Assurance Committee (QAC).

These markets would benefit from being added to the Go Trade website; promoted across partner social media channels, tourism channels and featured within the ongoing tourism itineraries. Their Traders would have access to the business training modules built into the member section of the Go Trade platform, for free.

- **Great Yarmouth Market**

The remaining balance of the additional income would be utilised to cover the annual cost of the Marketplace Wi-Fi for 2022/23 until the maintenance costs absorbed by Property Services.

Finally, the balance utilised by the Events Team to deliver an event celebrating the reopening of the new market post redevelopment and investment towards future Food and Drink festivals held on the marketplace.

## **5 CONCLUSIONS**

- 5.1 Go Trade has enabled the generation of tourism and increase in visitors to Great Yarmouth through its market. It has invested in local traders and economy through business support and advice. It has brought digitisation to the market helping to bring the historic market into the 21<sup>st</sup> Century.
- 5.2 There are a number of relationships and marketing tools generated by Go Trade which will continue for the foreseeable future, benefitting traders and visitors long-term.
- 5.3 There is a potential opportunity to invest in the wider borough through roaming markets by the use of the unspent match achieved by the project, helping to achieve the remaining mandatory deliverable of the project.

## **6 FINANCIAL IMPLICATIONS**

- 6.1 Project spend is on schedule and within tolerance. The Council has unspent match within the funding agreement amounting to £53k which has been proposed to be invested into the Borough in 3 ways as outlined in section 5 (local farmers markets, Wi-Fi maintenance and an opening event for the market once the redevelopment is complete).

## **7 RISK IMPLICATIONS**

7.1 There are no risk implications arising from this report.

## **8 LEGAL IMPLICATIONS**

8.1 There are no legal implications arising from this report.

## **RECOMMENDATIONS**

**That Committee:**

- a) Note the achievements of Go Trade project as described in this paper**
- b) Investigate the opportunity of using some of the GYBC unspent allocation to set up a small grant scheme to establish a new roaming farmers market.**
- c) Approve the allocation of the remainder of the funding to Wi-Fi maintenance and market opening launch.**

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	Project Finance Officer has appraised Section 151 Officer of project budget and income generation
Existing Council Policies:	Council policies are embedded into the project documentation
Financial Implications (including VAT and tax):	VAT is not claimed as per the grant conditions
Legal Implications (including human rights):	The project has complied with EU funding legal requirements and state aid
Risk Implications:	Risk implications of a small grant scheme has been considered and would be required to sit outside of the project conditions. This is achievable as the funds to set up the grant scheme cannot be further claimed.
Equality Issues/EQIA assessment:	Council policies are embedded into the project documentation
Crime & Disorder:	Council policies are embedded into the project documentation
Every Child Matters:	Council policies are embedded into the project documentation