



**GREAT  
YARMOUTH**  
BOROUGH COUNCIL

# **Great Yarmouth Economic Strategy**

**2011 – 2016**

# **Great Yarmouth Economic Strategy** **2011-2016**

## **1. Introduction / Summary**

Great Yarmouth is a coastal borough on the east coast of the UK. Although the borough suffers from relatively high levels of unemployment and deprivation for the East of England, it is the main service base in England for the offshore energy industry and has a thriving tourism sector. The strategy aims to address these challenges and take advantage of the opportunities that are presented by the key industries.

The Great Yarmouth Economic Strategy has been developed through a review of previous documents and policies, commissioned studies and consultations with local stakeholders. It sets out the aims for the Borough over the next five years and the actions that local stakeholders need to take to deliver these aims.

The actions in the strategy have been split into four key themes to help focus the delivery. These themes are:

- Image and Perception
- Competitiveness
- Infrastructure
- Employment and Skills

The strategy will be monitored on a regular basis through the key indicators and delivery reports from the partners to the Local Strategic Partnership (LSP).

## **2. Development of Great Yarmouth Economic Strategy 2011-2016**

The Great Yarmouth Economic Strategy for 2011-2016 takes forward the economic elements of the Sustainable Community Strategy (SCS) for Great Yarmouth 2008-2011.

Building on the aims, outcomes and actions of the SCS, the production of the strategy has been a collaboration between partners and stakeholders within the Great Yarmouth area to ensure that the strategy and its actions are relevant for the next five years.

In addition to the work carried out by partners and stakeholders, the Employment Growth Study, commissioned by Great Yarmouth Borough Council and carried out by Bone Wells Urbecon, has proposed an action plan of key activities to be carried out within the Borough for the three key growth sectors recognised through evidence and consultation carried out for the study.

The overall aim of the study was to identify how to assist the key sectors to prosper and create new jobs that will be accessible to local residents. The

focus was on actions that will lead to increased demand for the services of businesses, which over the long term will deliver the higher paid, skilled jobs that Great Yarmouth needs.

The actions and conclusions from the Employment Growth Study have fed into the development of the Economic Strategy. Further information on the study can be found in Appendix 1.

### **3. Overview of Economic Strategies**

To be effective, Great Yarmouth's Economic Strategy needs to take into account the national, regional and local strategies that would all have effect on the local economy. These range from overarching strategies to ones focused on specific aspects of the economy.

#### **National**

**The Coalition: Our programme for government:** Outlines the intentions of the coalition government.

**Local Growth - Realising every place's potential:** The White Paper on local economic growth which outlines the role of the new Local Enterprise Partnership to replace Regional Development Agencies and the Regional Growth Fund.

**UK Commission for Employment and Skills (UKCES) - National Skills Audit:** Aims to provide government, employers, individuals and public agencies with greater insight and foresight into England's existing and future skills needs

**Homes and Communities Agency – Local Investment Plan:** Sets out the investment required for an area to deliver agreed vision and economic purpose of the place.

#### **Regional**

**Regional Economic Strategy:** Sets out the vision with targets and priorities showing where the region is heading and how it will get there

**Regional Skills Statement:** The statement has been informed by the UKCES Skills Audit. It is hoped that it will aid the skills plan of future Local Enterprise Partnerships in the region.

**Local Enterprise Partnership:** New Anglia is the Local Enterprise Partnership (LEP) for Norfolk and Suffolk. Its core principle will focus on creating the best possible environment for businesses to develop and innovate, creating prosperity and bringing global recognition to our key business sectors. The business plan for the LEP is still under consultation.

## Local

**Shaping Norfolk's Future Strategy:** The strategy charts the course by which the partners work together to create more jobs, greater prosperity and opportunity for the people of Norfolk.

**Local Economic Assessment:** A detailed statistical assessment of Norfolk's economy with detailed district profiles

**Sustainable Community Strategy:** This document sets out the long term vision for Great Yarmouth in a sustainable community strategy for 2008-2011. The contents of the document are based on a sound understanding of the needs, concerns, priorities, wishes, aspirations and views of local people as well as evidence of the trends and developments impacting on the area

**Corporate Plan:** The Plan is an essential part of the council's policy and delivery framework. It links the Local Area Agreement and Sustainable Community Strategy to the council's business and service plans and therefore ensures that the day to day work of the council is relevant and focused on local priorities

**Local Enterprise Growth Initiative:** The aim is to help to set up and grow successful, sustainable businesses in the Borough. The focus is on three key areas which include supporting new business start-up's, encouraging business improvement and growth and ensuring business sustainability.

**Tourism Strategy:** The strategy identifies the issues facing the tourism industry in Great Yarmouth and sets a clear agenda to ensure Great Yarmouth and the Great Yarmouth brand is recognised as a leading resort with a sustainable future.

**Local Development Framework:** The Framework guides the physical development of the borough and helps to achieve the aims of the Sustainable Community Strategy.

**Local Investment Plan:** Identifies priority sites within the Borough for housing regeneration in conjunction with the Housing and Communities Agency.

## **4. Overview of the UK Economy**

The UK is recovering from one of the worst recessions in recent history but is now experiencing moderate economic growth. Output and orders of businesses are continuing to recover. However, the economy still faces challenges including concern at the risk of double dip recession, a weakening housing market and public sector job losses. Total unemployment is now higher than 1995 levels with high graduate unemployment and signs that the employment market is cooling.<sup>1</sup>

---

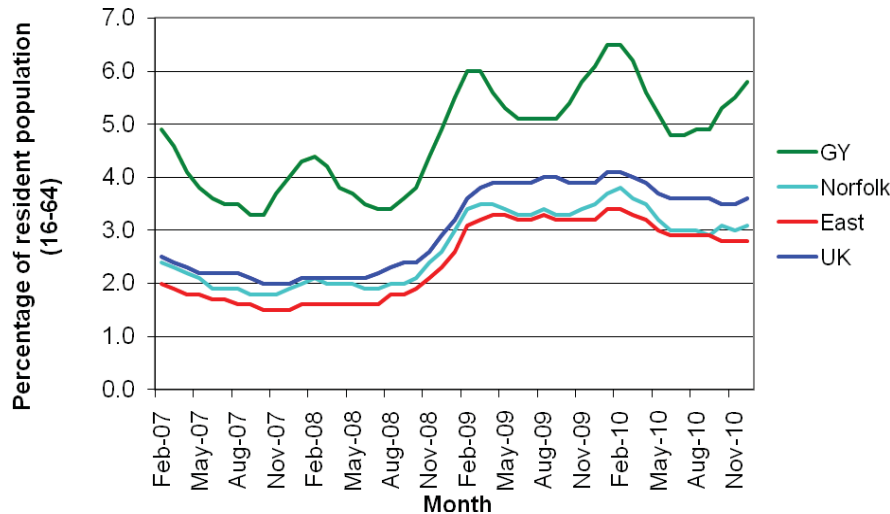
<sup>1</sup> Insight East Monthly Outlook Report – August 2010

**Business:** The UK has experienced a fall in the number of business ‘births’ over the past few years with the ‘birth rate’ falling from a peak of 13.0 percent in 2004 to 10.1 in 2009. Equally, the number of business deaths has been falling with a death rate of 11.9 percent in 2009. There were over 2.3 million active businesses in the UK during 2009, an increase of almost one percent from 2008.

**Industry:** The ‘Service’ industry remains the largest sector in the economy accounting for 83.5 percent of employment. The two largest sub-sectors are ‘public admin’ and ‘distribution, hotels and restaurants’.

**Unemployment:** The unemployment rate<sup>2</sup> for the UK is starting to fall following a rise due to the recession. There has been a dramatic rise in the number of people claiming unemployment benefits since early 2009 but this is starting to steadily fall.

Claimant Count Rate: January 2007 to December 2010



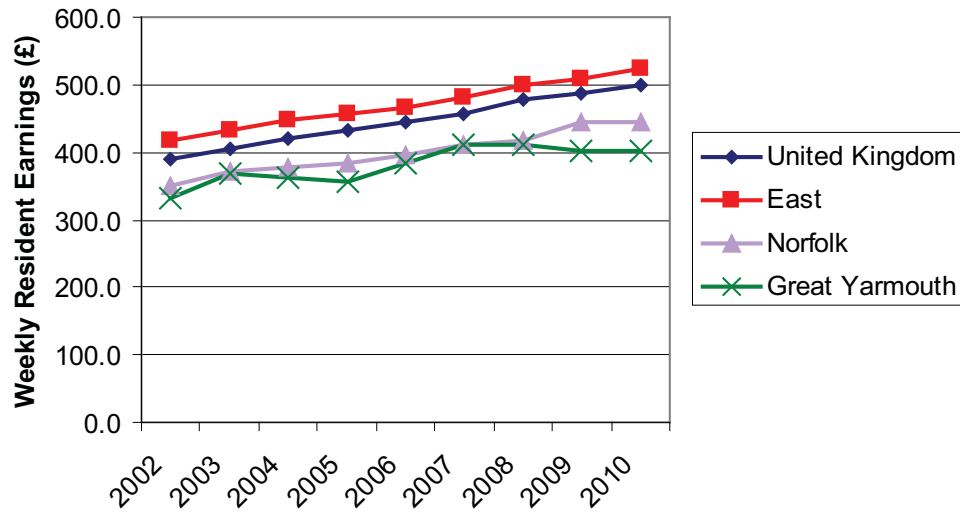
Source:

NOMIS

**Earnings:** Average earnings in the UK have increased by over £100 in 9 years from £392.70 in 2002 to £498.80 in 2009.

Weekly Resident Earnings: 2002 – 2010

<sup>2</sup> Based on the Labour Force Survey



Source: NOMIS

**Qualifications:** The percentage of the population qualified to NVQ Level 4 has been increase from 26.1 in 2004 to 29.9 in 2009 in the UK. Great Yarmouth has seen fall in the number of residents qualified to NVQ Level 4 from 13.3 in 2005 to 11.4 in 2008.

## **5. Overview of the Great Yarmouth Economy**

**Location** - Great Yarmouth is a predominantly urban borough within the rural county of Norfolk. It is located on the east coast of the East of England region of the UK some 120 miles from London and 100 miles from mainland Europe. The borough of Great Yarmouth covers 174 km<sup>2</sup> (67.2 miles<sup>2</sup>/42,958 acres/17,385 hectares). Twenty miles east of the city of Norwich, the Great Yarmouth Borough Council area includes the major urban areas of Great Yarmouth and Gorleston and a surrounding of 21 rural parishes stretching from Winterton in the north to Hopton in the South. It is adjacent to the Norfolk Broads National Park.

**Transport** – Great Yarmouth is accessible by road, rail, sea and air. The A47 goes straight into the heart of Great Yarmouth providing excellent access to the Midlands via the A47 and A11. Great Yarmouth is also served by the A12 to London.

There are frequent trains to Norwich which connect to London and Cambridge as well as regular trains to Peterborough, serving the Midlands and Northern England.

Great Yarmouth is the closest port in the UK to Northern Europe with the Dutch port of IJmuiden less than 161km (103 nautical miles) away. Norwich International Airport is 37km (23 miles) from Great Yarmouth and provides

direct scheduled flights to Schiphol Airport, Amsterdam with connections to many destinations world-wide. The North Denes Heliport provides services to the offshore oil and gas industry.

**History** - The fortunes of Great Yarmouth have been bound up with the sea since it was first inhabited over 900 years ago. The town received its charter from King John in 1208 and in 1866, by Act of Parliament, Great Yarmouth became a fully fledged trust port, run by haven commissioners.

Herring and holidays were the two industries that underpinned the town's prosperity in the 19<sup>th</sup> and early 20<sup>th</sup> centuries.

The herring industry reached its peak at the start of the 20th century with fishing boats filling the river and then went into a long decline. In characteristic fashion, however, Great Yarmouth survived and flourished by adapting to new opportunities. The Second World War brought a new industry to Great Yarmouth in the form of electronics. A major factory relocated to Norfolk to escape the worst of the blitz and over time a cluster of electronics companies has sprung up. The 1960s brought further diversity when Great Yarmouth found a key role as a support centre for the burgeoning offshore oil and gas sector. In recent years, this expertise has been adapted to offshore wind energy.

Great Yarmouth has been a seaside resort since the late 18th century and a big step forward for tourism came in 1844 when Great Yarmouth got its first railway station. Visitors began to arrive in large numbers and the town has prospered over the decades. Today, Great Yarmouth remains a popular seaside resort in summer, while its many other attractions have made it a year-round holiday destination.

The Borough has a significant legacy of historic buildings linked to its maritime heritage including two Roman sites at Burgh Castle and Caister-on-Sea. Most of the rural villages in the Borough have medieval churches built of local materials such as flint, often surrounded by traditional thatched houses and with a village green.

Great Yarmouth town centre is surrounded by a 14th century medieval town wall, much of which remains intact. Within the walls and surrounding the large Market Place are the remains of two medieval Priors. Great Yarmouth is also home to the largest parish church in the country St Nicholas's. The Tollhouse is the oldest known municipal building and the town's principal art gallery and St. George's, a Georgian church most recently used as a theatre and is now the centre of a major regeneration project in the heart of the town.

**Population** – Great Yarmouth has a population of 96,300<sup>3</sup>. A fifth of the population is aged over 65, a greater percentage than the East of England and the UK. Great Yarmouth predominately has a white British population<sup>4</sup> and just over one percent of the population are classified as 'white other'. The

---

<sup>3</sup> ONS 2009

<sup>4</sup> 2001 Census

majority of the population are either in lower managerial and professional occupations or in semi-routine occupations.

**Labour Market** - Great Yarmouth has a working age population of 59,600 of which 46,500 are economically active. The majority of residents are employees and work full time but a small proportion of the population are self employed. Eighty-five percent of the workforce are employed in the services industry, particularly focused on distribution, hotels and restaurants. This is slightly higher than the county (81.7%) and the regional (82.5 %) averages. Over 15% of the workforce are employed in tourism-related services which is significantly higher than Norfolk (9.1%) the East (7.7%).

Great Yarmouth suffers from seasonal unemployment experiencing high levels during the winter months. The impact of the recession has seen a significant rise in unemployment levels similar to those experienced across the country.

**Deprivation** – Great Yarmouth suffers from high levels of deprivation and is ranked 58<sup>th</sup> out of the 354 local authorities<sup>5</sup>. Twelve of the 61 lower super output areas (LSOAs) fall within the most deprived ten percent nationally and a further five fall within the most deprived 20 percent. Great Yarmouth is particularly deprived in terms of income, education and employment.

**Earnings** - Residents in Great Yarmouth earn significantly below the regional and national average but employees in Great Yarmouth are the highest paid in Norfolk. This suggests that the higher paid jobs are taken by those who live outside of the Borough but the statistics can also be skewed due to the high number of offshore workers whose companies are based within Great Yarmouth.

**Skills & Education** - Only a small proportion (11.6%) of Great Yarmouth's population have 'high-end' skills and are qualified to NVQ Level 4 (degree level or higher) compared to the county (21.5%) and regional (26.1%) average. At the other end of the scale, the share of the population with NVQ Level 1 or no qualifications is 30%, higher than the 21% experienced in the other areas. Great Yarmouth's achievements at GCSE is below the national and county averages with 61% of its school children achieving 5 GCSEs graded A\*-C in 2008/09 compared to 70% nationally and 64% in Norfolk.

Great Yarmouth has two colleges; East Norfolk Sixth Form is rated amongst the top 20 in the country and offers a wide range of academic courses. Great Yarmouth College is a further education establishment which offers both academic and vocational courses. It is linked with University College Suffolk to offer a range of degrees to local residents.

**Business** - In 2009, Great Yarmouth had just over 3,000 registered businesses<sup>6</sup>, the majority employing less than five people. In total there were 350 new businesses starting but almost the same number of businesses

---

<sup>5</sup> Index of Multiple Deprivation 2007

<sup>6</sup> ONS – Business Demography

became deregistered. Great Yarmouth has benefited from government funding through the Local Enterprise Growth Initiative to help improve the number of start-ups within the Borough. Progress of start up advice, financial assistance and business development have been introduced to create a stronger enterprise attitude.

**Industry** - Great Yarmouth is dominated by two major industries; the energy industry and tourism. The port is also a major economic driver.

Energy & Engineering - Since the discovery of gas in the Southern North Sea in the 1960s, Great Yarmouth has grown to be one of the largest service bases in the country, rivalled only by Aberdeen. The Borough is home to both international companies and small independent firms all contributing to the industry. With an added focus on the renewable sector, Great Yarmouth is well placed to take advantage of the opportunities soon to arise due to its location close to a new 1,000 turbine wind farm and its expertise in the sector due to the installation and maintenance of Scroby Sands, one of the first wind farms to be completed in the UK. The completion of the deep-water outer harbour will contribute to this growing sector.

Tourism – As a holiday destination for generations, Great Yarmouth is now the third largest seaside resort in the UK and the tourism industry contributes £460m annually to the local economy through both overnight visitors and day visitors. The Borough offers a variety of activities ranging from the beach to the Broads to heritage. Great Yarmouth has suffered from a negative perception and competition from overseas in the past but with significant new investment as well as the recession and poor exchange rates, it has been experiencing a recent surge in visitor numbers.

Port & Logistics – The other main economic driver is the port. With the completion of the deep water outer harbour, the prospects for new business for the port are starting to be realised. New investment for handling grain, aggregates and wind farm maintenance have been made. The river port provides service and support for the oil and gas industry with larger ships for both oil and gas and offshore wind being accommodated in the outer harbour. The possibility of a 'roll-on, roll-off' service remains a part of the port's future plans.

**Housing** - The built environment of the Borough is very varied. The villages of Martham and Filby in the north of the Borough, are traditional Norfolk villages whilst the villages such as Belton and Bradwell to the south are more suburban due to their rapid expansion to meet housing needs. During the 1980s Caister and Ormesby were the location for significant private housing development following the building of new bypasses.

The majority of the Borough's post-war housing expansion took the form of large housing estates in Gorleston due to the constraints of sea and river which did not allow for major expansion in the town of Great Yarmouth apart from the redevelopment of war damaged sites during the 1960s. A large proportion of the properties in the older urban areas are terraced houses built

pre-war and suffered from sub-standard construction and damage caused by flooding.

Average house prices in the Borough are over 33 per cent below regional and national averages but demand for affordable housing still far outstrips supply.

### **The Great Yarmouth-Lowestoft Sub Region**

Great Yarmouth and Lowestoft share a number of economic characteristics, both in terms of key sectors and economic challenges. The sub region is effectively a travel to work area with commuting flows between towns about even. Job losses in manufacturing over the last 30 years have weakened the two economies significantly.

One of the key sectoral links between the two towns continues to be the offshore energy industry. The two ports and their companies have been servicing the offshore oil and gas sector in the Southern North Sea (SNS) since the late 1960s. Now the massive new opportunities in offshore wind beckon aswell. Other sectors such as boat building, food processing and electronics have all seen the two towns joined.

In the East of England, the two towns were also Regeneration Priority areas and had a shared urban regeneration company. 1st East, which was established to address employment growth and development in the sub-region will however be wound up by 31<sup>st</sup> March 2011. The two towns had also developed an Integrated Development Programme for the sub-region and the housing needs analysis is based on a cross-border approach reflecting this inter-relationship.

For a full analysis of Great Yarmouth and the local economy, please read the Norfolk Local Economic Assessment and the evidence base from the Employment Growth Study.

- Norfolk Local Economic Assessment: [http://www.norfolk.gov.uk/Business/Economic\\_intelligence/index.htm](http://www.norfolk.gov.uk/Business/Economic_intelligence/index.htm)
- Employment Growth Study – Evidence Base: <http://www.great-yarmouth.gov.uk/business/business-support-and-advice/economic-information-and-analysis.htm>

## Great Yarmouth Economy – SWOT Analysis

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Quality of life and environment as an asset.</li> <li>• Attractive biodiversity, landscape and coastline.</li> <li>• Unique built heritage and history.</li> <li>• High level of specialist skills in offshore engineering (oil, gas and renewables) and marine sciences.</li> <li>• North Sea gas resource.</li> <li>• Strong delivery mechanisms and partnerships to deliver regeneration.</li> <li>• Major economic development investments with EastPort</li> <li>• Highly successful regeneration initiatives to date – particularly the InteGREAT Scheme.</li> <li>• Tourism.</li> <li>• Proximity to continental Europe.</li> <li>• Loyalty of staff and low staff turnover</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Ageing population and outward migration of working age population.</li> <li>• Difficult to attract people with key skills – poor graduate retention.</li> <li>• Weak skills base.</li> <li>• Low aspirations.</li> <li>• Education levels and performance lagging UK average.</li> <li>• Pockets of high level and persistent deprivation.</li> <li>• Relatively high unemployment rate/economic inactivity.</li> <li>• Decline in traditional employment sectors</li> <li>• Seasonal employment.</li> <li>• High percentage of low skilled jobs in key sectors.</li> <li>• Low resident earnings</li> <li>• Poor perception from outside borough.</li> <li>• Poor strategic transport infrastructure.</li> <li>• Poor land availability, condition and value.</li> <li>• Contamination of brownfield land in key development areas.</li> <li>• Physical constraint of location.</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• To become leaders in renewable energy and environmental services, particularly by developing offshore renewable energy sector.</li> <li>• More visitors coming into the wider area/opportunity for increased employment in tourism/diversifying tourism offer</li> <li>• Grow new sectors such as creative industries.</li> <li>• Availability of derelict/underused brownfield land in or adjacent to the centre of towns.</li> <li>• Flood defences opening up land/sites for development.</li> <li>• Opportunity to develop green infrastructure Increase freight by rail</li> <li>• Potential to boost cycling initiatives</li> <li>• Proximity to mainland Europe and Scandinavia.</li> <li>• The development of EastPort and its related economic opportunities</li> <li>• Expansion of higher and further education offer through upgrades of Great Yarmouth College.</li> <li>• Proximity of proposed offshore wind farm developments</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Rising traffic volumes, heavy reliance on the car and limited public transport.</li> <li>• Internal transport issues; new river crossings to resolve congestion and the requirement for new access to a number of development sites.</li> <li>• Poor transport links to/from the borough</li> <li>• Significant flood risk issues, as large parts of the regeneration area are within flood risk/flood plain areas.</li> <li>• Over dependent on single economies i.e. offshore energy.</li> <li>• Brownfield land contamination add to construction costs.</li> <li>• Declining levels of public intervention funding</li> <li>• Required update of utility infrastructure, including ICT.</li> <li>• Limited opportunity for developer contributions toward infrastructure investments, due to limited housing growth (employment, not housing led regeneration).</li> <li>• Impact of recession on industry across the borough</li> </ul>

## **6. Key Challenges and Opportunities for Great Yarmouth's Economy**

### **Key Challenges**

Based on the information provided in this section, the key challenges facing the economy of Great Yarmouth are:

1. Low skilled population – unable to take advantage of the high skilled opportunities on offer
2. Low resident wages
3. High levels of deprivation
4. Seasonal unemployment
5. Low business start up rates
6. Reliance on a few key industries

### **Key Opportunities**

Based on the Bone Wells study, the key sectors for the growth of the economy of Great Yarmouth are:

- Tourism
- Energy & Engineering
- Port & Logistics

Other major industries within Great Yarmouth include:

- Healthcare
- Manufacturing
- Creative Industries

## **7. Aims of the Economic Strategy**

The overarching aim of the Economic Strategy is:

*“To diversify and strengthen the whole economy by creating a strong year-round economy”*

The Economic Strategy will aim to:

1. Raise the profile of Great Yarmouth and reshape its image and reputation
2. Encourage key sector development
3. Promote an enterprise culture and develop sustainable business.
4. Encourage workforce development
5. Ensure that major developments in the area are linked to providing employment and training opportunities for local people, especially for low skilled groups
6. Create the right physical environment to enhance economic growth.
7. Improve the borough’s infrastructure to support sustainable economic and social growth.
8. Create pathways into employment for local people
9. Engage communities in economic development
10. Ensure public bodies provide appropriate training and employment opportunities for local people.
11. Ensure the needs of the private sector are reflected for training and education

Priority will be given to the three key growth sectors<sup>7</sup> within the borough:

- Energy & Engineering
- Port and Logistics (including the marine sector)
- Tourism (including heritage and arts)

---

<sup>7</sup> The growth sectors were established by the Employment Growth Study

## **8. Outcomes of the Economic Strategy**

The key outcomes of each of these aims will be:

1. Raise the profile of Great Yarmouth and reshape its image and reputation
  - Increased inward investment
  - Increased number of visitors
  - Improved ability for Great Yarmouth businesses to attract the right calibre employees
  - Increased aspirations of local residents
  - Increased use of Great Yarmouth businesses
2. Encourage key sector development
  - Increased inward investment
  - Increased productivity
  - Increased number of business start ups
  - Business expansion and increased longevity of businesses
  - Business able to exploit new market opportunities
  - Increased wage levels
  - Higher skilled groups attracted to the area
  - Reduced seasonal variations in employment
  - Retention of existing businesses within the supply chain and the attraction of new businesses to join
  - Increased demand for local companies
3. Promote an enterprise culture and develop sustainable business.
  - Increased number of business start ups
  - Increased growth of businesses
  - Improved survival rates of local businesses
4. Encourage workforce development
  - Increased productivity
  - Increased capacity to support growth and diversification
  - People who are able to progress in employment
5. Ensure that major developments in the area are linked to providing employment and training opportunities for local people, especially for low skilled groups
  - Increased employment and training opportunities for local people
6. Create the right physical environment to enhance economic growth.
  - Higher quality environment in which to live and work and for people to enjoy as visitors
  - Increased inward investment
  - Land is utilised effectively
  - Improved provision of land for port use
  - Reduced number of buildings at risk
  - Improved public realm

- Additional employment land made available
7. Improve the borough's infrastructure to support sustainable economic and social growth
    - Reduced congestion
    - Reduced pollution
    - Improved national / regional connections
    - Effective local road network
    - More freight moved by sustainable means
    - Local people able to access jobs, training and other opportunities
    - Improved green transport links
    - Improved accessibility between town centre and seafront
    - Provision of fast internet service and a well-connected borough
  8. Create pathways into employment for people for local people
    - Increase in the number of people who are economically active
    - Reduction in the number of adults with no or low level qualifications
    - Reduction in the number of people claiming out of work benefits
    - Reduction in the number of young people not in education, employment or training.
    - A greater match between the skills needed by local employers and those available in the community.
  9. Engaging communities in economic development
    - Increase the number of people who are economically active
  10. Ensure public bodies provide appropriate training and employment opportunities for local people
    - Increased employment and training opportunities for local people
    - Increased awareness among local employers of the support needed by vulnerable employees
  11. Ensure the needs of the private sector are reflected for training and education
    - Local people have the suitable skills for local jobs

## **9. Achieving the aims of the Economic Strategy**

The aims and outcomes of the strategy will be achieved through an action plan which will be regularly monitored and updated where relevant and the progress against each aim will be reported.

Key partners in the borough will be responsible for achieving the aims and outcomes.

The Strategy will be monitored through a benchmarking report each year to assess the progress of each aim, outcome and action. The report will also examine the effectiveness of the actions to help drive forward future action plans for the duration of the strategy.

The benchmarking report will focus on four indicators for each theme which will be complemented by the delivery partners reports.

The indicators that will be monitored are:

### **Image and Perception**

- Increase in the number of visitors to the Borough
- Increase in the total number of businesses in the Borough
- Increase in the number of inward investments
- Increase in the number of residents with high level qualifications (NVQ Level 4+)

### **Competitiveness**

- Increase in number of new businesses
- Increase in the workplace earnings compared to regional and national figures
- Increase in the number of companies surviving for one and three years
- Reduction in the gap between winter and summer unemployment levels

### **Infrastructure**

- Amount of floor space development for employment type
- Overall change in traffic levels in Great Yarmouth

### **Employment and Skills**

- Increase in the number of economically active residents
- Increase in the number of residents with at least NVQ2 qualification
- Decrease in the total number benefit claimants
- Decrease in the number of NEETS within the Borough

## **Appendix 1: Employment Growth Study**

Bone Wells Urbecon (BWU) was commissioned by Great Yarmouth Borough Council to carry out an Employment Growth study. The brief was:

- To explore which sectors were most likely to generate good quality jobs
- What needs to be done to assist and enhance the process of job creation
- How to ensure jobs are available for local residents

BWU carried out a statistical analysis and local interviews to produce an evidence base to establish which sectors in the economy had the potential to increase employment within the Borough.

Based on the analysis, the three sectors that would most likely improve the employment prospects in the Borough were:

- Energy & Engineering
- Port & Logistics
- Tourism

To establish how these sectors could maximise growth, BWU devised a list of scenarios which were then tested in workshops comprising of industry representatives. The outcome of the workshop produced the following scenarios

<b>Energy &amp; Engineering</b>	<b>Port &amp; Logistics</b>	<b>Tourism</b>
Offshore gas	Cargoes	Heritage & Culture
Offshore wind power	Logistics and wholesale	Evening visitor economy (Town Centre)
Specialist engineering	Support for offshore energy	Self catering caravans and chalets
	Ship repair/marine engineering	

Following on from the workshops, BWU created a series of proposed actions to be undertaken by a number of organisations with a view to promoting industry sectors in Great Yarmouth.

Overall, the aim of the study is that by assisting the sectors to prosper they will create new jobs that will be accessible to local residents. The focus is on actions that will lead to increased demand for the services of businesses, which over the long term will deliver the higher paid, skilled jobs that Great Yarmouth needs.