

Exempt Information: NOT FOR PUBLICATION – Appendix 1 only

- (1) The content of this report qualifies as exempt information under Section 100(A)(4) and paragraph 3 of Part I of Schedule 12A of the Local Government Act (1972) as it is information relating to the financial or business affairs of any particular person (including the authority that hold that information), and*
- (2) After applying the public interest test, it is clear that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because disclosure would adversely affect the authority's ability to manage its commercial, financial, and business affairs and accordingly Appendix 1 should remain exempt.*

Subject: Town Deal Intervention 8: Public Wayfinding and Sustainable Connectivity

Report to: Policy and Resources Committee September 27th 2022

Report by: Darren Barker - Culture, Heritage & Design Manager

SUBJECT MATTER

At the Town Deal Board on the 16 March 2022, nine Investment Priorities were agreed for submission to Government constituting a Town Investment Plan totalling £20.1 million including Intervention 8: Public Wayfinding and Sustainable Connectivity

This report sets out Intervention No 8 Public Wayfinding and Sustainable Connectivity, members are asked to review and comment on the updates to the Wayfinding & Sustainable Connectivity Project, the schedule and milestones.

RECOMMENDATION

That Policy and Resources Committee:

1. Agree the release of £594,953 Town Deal funding subject to compliance with funding conditions and the parameters set out in this report.

1. INTRODUCTION

- 1.1. In September 2019, the Government announced the initial 101 places invited to develop Town Deal proposals as part of the £3.6 billion Towns Fund. A stakeholder-led Town Investment Plan was submitted to the Ministry of Housing, Communities & Local Government (MHCLG) on 11 December 2020, outlining a total 'ask' of £24,780,390 to co-fund ten interventions as Immediate Investment Priorities.
- 1.2. On 3 March 2021, MHCLG informed the Chair of the Town Board and the Council that MHCLG was offering Great Yarmouth Heads of Terms (HoT) for a Town Deal of up to £20.1 million. The HoT were not contractually binding, and the offer was subject to various conditions being met including the provision of regular reporting or monitoring and evaluation.

- 1.3. The final agreed list of nine interventions submitted as a suite of Strategic Business Cases was submitted to Government on 24 March 2022. These interventions or schemes are listed in Table 1 below:

Table 1. List of Town Deal Board agreed interventions

Intervention	Project Value	Town Deal ask:
1. New operations and maintenance (O&M) campus and incubator on the Great Yarmouth Enterprise Zone and Energy Park	£20,016,019	£3,950,000
2. Land assembly for the strategic regeneration of North Quay as a vibrant new mixed-use waterfront quarter	£7,600,000	£2,600,000
3. New Great Yarmouth University Learning Centre (GYULC) providing an enhanced route to economic activity and growth	£10,465,543	£7,463,947
4. Restoration and commercial repurposing of the iconic Winter Gardens as a year-round seafront attraction	£16,052,151	£4,075,000
5. Restoration and sustainable repurposing of vacant historic buildings	£1,401,900	£626,000
6. Restoration and adaptation of the historic Ice House as a National Centre for Arts and Circus	£1,440,000	£450,000
8. Public wayfinding and sustainable connectivity	£1,1221,840	£594,953
9. Physical enhancements to the rail station gateway as a key point of entry for residents, visitors and commuters	£202,180	£150,000
10. Smart Deployment of Enhanced Digital and Connectivity Infrastructure	£205,130	£190,100

Please note: Intervention 7: *Green mobility: enhancement of Seafront to Town Centre connectivity* was agreed to be removed from the final suite of interventions and is no longer listed above.

- 1.4. There were a number of key milestones listed in the HoT:
- In order to proceed, the Town Board needed to sign the Head of Terms by 24 March 2021 – this was completed.
 - By 24 May 2021, at the latest, the Town Board needed to submit a draft Monitoring and Evaluation Plan addressing key conditions and providing updated intervention capital/revenue splits – this was completed.
 - By 24 March 2022, at the latest, Phase 2 (the detailed business cases for the proposed nine interventions) needed be complete and a formal Summary Document submitted to Government – this was completed.

2. BACKGROUND

- 2.1. Great Yarmouth faces the interrelated issues of poor physical connectivity and a poor-quality public realm. These issues are town wide but especially apparent in the connections between seafront and town centre.

- 2.2. Great Yarmouth townscape also presents challenges around navigation for the community and visitors. Through a series of targeted measures there is an opportunity to capitalise upon the existing townscape to enhance configuration, triangulation, environmental quality and functional coherence to drive footfall, permeability, integration with transport termini to help to reduce car-dependency, reflect retail trends and future-proof the wider Town as a destination and community hub.
- 2.3. This will require the improvement of physical connectivity between zones including the Town Centre, Seafront and emerging cultural quarter. This project provides creative ways to improve physical connectivity and an approach which seeks to recognising the conditions required for a significant change in transport preferences/habits – such as walking and cycling – in the wake of the Pandemic.
- 2.4. The intervention will use three main themes as means of connecting the town centre these are:

i. The Medieval Town Wall

Great Yarmouth has one of the most complete mediaeval town walls in the country which offers a significant opportunity to support physical connectivity. The wall is a substantial linear monument looping around the town centre and offers opportunities for better visual and physical connections. It is currently under-utilised and poorly presented. A repaired, enhanced and better interpreted town wall provides a physical and visual means of connectivity.

As a nationally important heritage asset repair, enhancement and interpretation will capitalise on its existing presence as a landscape feature and visual marker increasing footfall and permeability. In addition, it will allow engagement for residents and visitors with the towns heritage and promote beneficial activities including walking. The proposal creates extensive opportunities for training and volunteering building on work already undertaken by Historic England and Great Yarmouth Preservation Trust.

The project will involve enabling a clear unobstructive footpath, interpretation of the ancient monument through physical panels/boards artwork and online, repairs and consolidation, seating, planting where appropriate and improvement to the public realm.

The intervention aligns and compliments significant investment and support from Historic England in grant aiding repairs and restoration to the wall since 2018.

Creating a walkable route and enhancements along the wall will showcase and celebrate one of the town's most important heritage assets, allow for better appreciation of our culture and support health and well-being.

ii. Tree Planting

A programme of tree planting in the urban area strategically planted as a means of connecting the town together, for wayfinding and as visual markers for navigation. The use of trees as visual markers or forming avenues to lead guide people is effective well documented in other areas of high quality townscape. Landmark trees act to direct pedestrians as a point of reference in a townscape and people tend to be instinctively drawn to trees. A comprehensive programme of tree planting which establishes green pathways and planted ribbons is an effective way to stitch the town together. Navigation and the sequential experience of moving through an urban environment is made easier where trees exist.

The introduction of trees provides a multi-layered range of benefits and a lasting legacy for future generations. As a means of wayfinding avenues of trees and landscape specimen effectively knit areas of townscape together and lead people from place to place. Trees are important to our quality of life. They provide a sense of place and continuity and contribute to health and wellbeing of individuals and communities. Trees in public spaces greatly enhance people's lives fostering civic pride and a sense of community connection and an intrinsic need to nurture the environment. They also provide opportunities for education and awareness raising.

A separate report covering the Trees for Cities tree planting scheme has been produced and will be taken to Environment Committee in September.

iii. Sculpture / Public Art Trials

Sculpture and public art trails radiating from the town centre will create visual rhythms of connectivity supporting wayfinding and signposting. The project will strategically populate the urban area with sculpture and public art creating an outdoor gallery and carefully located for navigation and to connect the town.

Developing a series of art trails, including along the town wall, will greatly assist in linking the town together and creating quality spaces for people to enjoy and dwell. This activity provides a stimulating experience allowing people to engage with culture by establishing a significant free to access outdoor gallery. This is particularly important in a town with limited access to art including public art. The proposal increases pride in the town and attracts visitors and provides a creative and imaginative means of enjoying the town allowing a targeted way to increase footfall. The benefits are wider including well-being both through engagement with art and encouraging walking but also through volunteering and training opportunities as well as encouraging walking.

The project will deliver 30 permanent works of public art/sculpture in various forms including traditional sculpture and street art. This will be complemented with an annual sculpture event where a significant art exhibition is staged for a 4-week period.

Public art in the form of a sculpture has been included within the Market Place landscaping element of the FHSF. The intention is that this will act as a celebratory focal point and significantly contribute to the overall Market Place improvements and regeneration works. A provisional budget within the global landscaping budgeted has been allocated to support the installation of the sculpture. It is planned that the sculpture will act as the epicentre for the sculpture trails. A full consultant exercise is included within the project plan and programme.

- 2.5. The intervention offers a range of measures to improve sequential spatial arrangements thereby better linking the town together. Creating a richer experience for community and visitors and helping to enhance our public spaces. Additionally, the project fosters community cohesion and grows a positive relationship with our town by reinforcing a sense of place. Strengthening Yarmouth as a walkable town which offers quality, interest and connects us with our heritage, culture and to nature.
- 2.6. The measures proposed to improve the physical connection and to significantly enhance the public realm are people and place focused, participatory and inclusive. They are based on contextual analysis and an understanding of issues with a clear focus on creating quality spaces to provide ribbons of connections and linkages.

- 2.7. The project supports tourism by adding layers of interest around art, culture and heritage. It helps to reduce car dependency by encouraging walkable routes and increases footfall throughout the town. The project engages directly with people through extensive training and volunteering activities
- 2.8. Officers are exploring procurement methods and in particular an open call / competition approach with submissions being considered by a panel made up of elected members together with experts and stakeholders from organisations such as The Arts Council, Royal Society of Sculptors and Historic England.

3. PROJECT OUTCOMES AND OUTPUTS

Outputs	Outcomes
<ul style="list-style-type: none"> Remediation of dilapidated town wall - 1.93 linear kilometers of schedule ancient monument Delivery of new public assets - 30 sculptures Delivery of new green assets - 960 trees planted <p>Public realm enhancements - 35ha new/enhanced green space; 55ha enhanced public realm</p>	<ul style="list-style-type: none"> Number of visitors to arts, cultural and heritage events and venues – 26,000 Improved perceptions of the place by residents/visitors Number of jobs created in conservation (Town Wall): 4 Number of jobs safeguarded in conservation (Town Wall): 6 Number of jobs created in arboriculture: 1 Number of schools engaged with: 4 Number of volunteering hours: 3,800 Number of training days: 3,000 Number of training workshops delivered: 20 Number of trainees: 50 Number of volunteers: 200 Increased local knowledge of horticulture/arboriculture/art Number of people with new skills: 300

4. KEY DELIVERY MILESTONES

- 4.1. The tables below show the key delivery milestone for each strand of the intervention:

Quarter	Milestone for Town Wall
2022 Q1	Project Planning
2022 Q1/Q2	Survey and Understanding RIBA 1 to RIBA 3
2022 Q3	Consultation
2022 Q4	Technical Design RIBA 4
2023 Q1	Implementation RIBA 5
2024 Q4	Completion

Quarter	Milestones for Tree Planting
December 2021	Complete planting plans for phase 1 season
December 2021	Achieve approval to progress from members
Jan to Feb 2022	Planting phase 1
Jan to March 2022	Develop planting plans season 2
March 2022	Approvals for planting from members
March to April 2022	Order tree stock
Jan to March 2022	Develop Queens Green Canopy Event and community volunteering
March 2022 to Feb 2023	Host Volunteer events and training
April to November 2022	Carry out tree pit and infrastructure works (if required)
Feb 2023	Planting Phase 2
Feb 2022 to Feb 2023	Recruit 6-month apprenticeships
November 2022	Host Green Canopy Event
March 2023	Project Close

Quarter	Milestones for Sculpture / Public Art Trails
Q1/Q2 2022	Survey and site identification
Q2 2022	Preparation and briefs
Q3 2022	Consultation
Q3 2022	Procurement/selection criteria
Q4 2022/23	Procurement batch 1
Q1 2023	Planning consents
Q1/Q3 2023	Manufacturing and installation
Q4 2023/24	Procurement batch 2
Q1 2024	Planning consents
Q3 2024	Manufacturing and installation
Q3 2024	Completion

5. PROGRESS AGAINST MILESTONES

- 5.1. Town Wall** - the project is in the planning stage with survey work underway, work has progressed to better understand the asset through the production of a comprehensive Conservation Plan and Heritage Statement.
- 5.2 Tree Planting** - Phase 1 planting for the Winter of 21/22 resulted in 86 trees being planted over 4 sites. Phase 2 planting scheme that has been designed with our master planners for tree planting between November 2022 and February 2023 and will consist of 205 trees being planted over 5 sites.
- 5.3** As part of the project 2 trainees have been appointed to support with the delivery of the project and maintenance of the tree stock. A separate report covering this element of tree planting is being tabled at Environment Committee in September 2022 and is summarised here for completeness.

- 5.4 **Sculpture / Public Art Trail** - survey work and identification of potential suitable locations is underway. Criteria for style, subject matter and materials is being explored and briefs are being drafted.
- 5.5 A summary of the business case for these projects is given in the confidential Appendix 1 for Members' information.

6. MONITORING & EVALUATION SCHEDULE:

- 6.1. It will be our responsibility as the local authority to formally report to DLUHC bi-annually on inputs and activities, outputs and expenditure and/or as required by the funders. To that end the delivery of outputs and outcomes aligning to the Town Deal Strategic Business Case will form the basis of all reporting.
- 6.2. Once a month two allocated "Project Leads" from the Great Yarmouth Town Deal Board will meet with the Project Sponsor to discuss progress and discuss any external requests for the Town Deal Board to consider. Generally, this meeting takes place one week ahead of Town Deal Board meetings to enable a good two-way flow of progress reporting and information requests. The key responsibilities of the Town Deal Board are to:
- Ensure that a viable and affordable business case (cost vs. benefit) exists for the project, with the capital/revenue impact of the project clearly identified;
 - Ensure that the business case remains valid;
 - Maintain a visible and sustained commitment to the project;
 - Ensure that the role of project sponsorship is established and understood, with appropriate representation and commitment;
 - Authorise the allocation of funds to the project;
 - Oversee project performance through cost and schedule performance;
 - Resolve any issues which fall outside the Senior Responsible Officer delegated authority;
 - Approve deviation from agreed project scope;
 - Ensure that required resources are available; and
 - Provide strategic direction for the project.
- 6.3. Great Yarmouth Borough Council has established a **Project Delivery Team** for the project which will be led by the Project Owner and includes representatives of the various disciplines and work streams involved in delivering the project to completion. The Delivery Team will meet monthly, or as required, and the Project Manager will be responsible for determining which disciplines or work streams need to be represented at any particular meeting. The main responsibilities of the delivery team are to:
- coordinate the different activities which make up the project;
 - provide direction to the technical delivery of the project;

- undertake monthly reviews of progress against targets and programme;
- undertake monthly review of the risk register, and initiate corrective action where appropriate; and
- provide monthly highlight progress reports for the Corporate Project Board

7. FINANCIAL AND LEGAL IMPLICATIONS

7.1. Financing is summarised in the table below:

Type	Source	Total Amount	Purpose
Public	TOWNS DEAL	£ 594,953	Development Costs
Private	Great Yarmouth Preservation Trust	£ 20,000	Development Costs
Public	Trees For Cities *	£ 146,340	Development Costs
Public	Urban Tree Challenge Fund	£ 75,547	Development Costs
Public	Historic England (HAZ)	£ 185,000	Development Costs
Public	Historic England (Town Wall)	£ 90,000	Development Costs
Public	FHSF	£ 50,000	Development Cost
Public	Pending (previously experience)	£ 60,000	
TOTAL PROJECT COST		£ 1,221,840	

Budget Split per Project	Amount
Town Wall	£610,000
Tree Planting *	£261,840
Public Art	£350,000
Total	£1,221,840
* covered by a separate Environment Committee report	

- 7.2. The costs included within the Financial Model have been collated from sources which include the advice of the appointed professional team based on benchmark project data together with Cost Plans which have been prepared by Cost Consultants based on the RIBA Stage 1-4 reports. Towns Deal funding is required, together with those other identified funding sources to facilitate the delivery of the three strands of the wayfinding and connectivity intervention.
- 7.3. A Full Business Case (FBC) has been developed for the Wayfinding project, alongside key supporting documents including an Equality Impact Assessment, a Financial Appraisal, a Tree Planting Plan, Market Demand Analysis, a Risk Register, Property Market Analysis, and a Monitoring and Evaluation Report.
- 7.4. AMION Consulting has been commissioned to support the development of this FBC. The document has been subject to both AMION's internal assurance processes and Great Yarmouth Borough Council's (GYBC's) internal assurances. The FBC has been approved by Great Yarmouth's Town Deal Board.

- 7.5. Although the Council has yet to receive a formal Grant Determination Letter from the Government, following the submission of summary FBC documents, BEIS has advised that all documentation has passed their quality assurance tests and GYBC is included in the June payment run. It's noted that no Councils had yet received Grant Determination Letters, even places within Cohort 1, which are about six months ahead of Great Yarmouth in terms of delivery against their Town Deal.

8. RISK IMPLICATIONS

- 8.1 Any project adjustment may affect the scale/costs/scope and, therefore, impact of individual interventions and the overall Town Deal programme or require alternative funding to be identified and secured.
- 8.2 Any project adjustment may affect the scale/costs/scope and, therefore, impact of individual interventions and the overall Town Deal programme or require alternative funding to be identified and secured. Not adhering to the Town Deal Heads of Terms and reporting schedule could be reputationally damaging to GYBC and put at risk of the funding being withdrawn.
- 8.3 A comprehensive 'live' project Risk Register, which identifies specific project risks and the approach that will be used to mitigate each, is being maintained by the project team and will be reviewed monthly by the Delivery Team and updated with input from the Project Board when necessary.

9. CONCLUSION

- 9.1 Great Yarmouth has met the Heads of Terms for a Town Deal of up to £20.1 million to deliver the nine of the original ten Immediate Investment Priorities set out in the Town Investment Plan, including Intervention 8: Public Wayfinding and Sustainable Connectivity
- 9.2 Progress is being made against key delivery milestones with the remainder of works now being dependent on the agreement to this Town Deal investment.

10. BACKGROUND PAPERS

Area for consideration	Comment
Monitoring Officer Consultation:	As part of the ELT process
Section 151 Officer Consultation:	As part of the ELT process
Existing Council Policies:	Great Yarmouth Town Investment Plan (2020) Great Yarmouth's Economic Growth Strategy (2020-2025) Great Yarmouth's Culture, Heritage and Tourism Strategy (2020-2025)
Financial Implications (including VAT and tax):	As outlined in the report
Legal Implications (including human rights):	As outlined in the report
Risk Implications:	As outlined in report

Equality Issues/EQIA assessment:	Yes on file.
Crime & Disorder:	None
Every Child Matters:	None
Details contained in strategy:	None