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Subject: Culture, Heritage & Tourism Strategy and Delivery Plan

Report to: Executive Leadership Team, 17th February 2021
Economic Development Committee, 1st March 2021

Report by: Michelle Burdett, Head of Inward Investment

SUBJECT MATTER / RECOMMENDATIONS

This report presents to Members the progress made against the Culture, Heritage & Tourism Strategy's high-level Delivery Plan since its approval by Members in July 2020.

At the July committee, members approved a 10-year Culture, Heritage & Tourism Strategy and Delivery Plan which has been created with input from partners (and latterly adapted to take account of the borough's COVID-19 Pathway to Recovery Plan in terms of safely welcoming people back on to the streets of our lively borough).

Members endorsed the four themes within the Strategy, approving the recommendation to 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 Cultural & 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 & Tourism Strategy Delivery Plan progress update.**

1. BACKGROUND AND CONTEXT

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

- 1.2 Members also agreed the key Strategy themes. As a reminder the *themes* 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 Members endorsed the recommendation that arts, culture and tourism should be embedded in the Town Investment Plan (which is aimed at creating the right conditions with the right infrastructure to support a growing and vibrant economy and place to live for residents), and that this Culture, Heritage & Tourism Strategy (2020-2030) and Delivery Plan would be a key document making-up the evidence-base for the Town Deal.
- 1.4 The Culture, Heritage & Tourism Strategy (CHT Strategy) is also working alongside and supported by the recently approved Economic Growth Strategy and as such, collectively these strategies, action and delivery plans lead a place focused agenda that builds on the key strengths of the borough as a whole.
- 1.5 The CHT Strategy Delivery Plan has been structured into a framework matching the 4 themes with corresponding Aims (see Annex A). These are also aligned with cross-cutting themes (Arts and Culture, Skills and Experience, Community Resilience, Smarter use of Tech, Accessibility, Environmental Responsibility, Sustainable Tourism, Partnerships).
- 1.6 It is important to note that many of these Aims have been assigned to regeneration initiatives and investments the Borough is currently either part of with key partners or taking the lead in driving (e.g. the Heritage Action Zone, Winter Gardens, restoration of heritage assets, the marketplace refurbishment, and major regeneration developments on the Golden Mile). Others are still in the early stages of development, either pending funding outcomes and progress in other areas. Some still require deeper strategic analysis of how they will be delivered, and the resources, partnerships and investment required to drive them forward.
- 1.7 Since members agreed to the Strategy and Delivery Plan being a 'living' and collectively owned document by the Culture & Tourism Board, GYBC officers are now administrating the process and supporting the collaborative delivery of the projects that correspond with individual strategic Aims. To date this has involved working with the Cultural & Tourism Board and partners to capture, track and co-ordinate progressive actions.
- 1.8 The Delivery Plan, as provided in Annex A, presents a high-level progress update for each of the aims, reporting on outcomes that have been achieved with some areas of particular interest being highlighted under the notable progress section below.

2 THE IMPORTANCE OF THE VISITOR ECONOMY

- 2.1 The Council and its partners fully recognise the importance that the arts, culture and tourism sector plays in the Economy. Prior to COVID-19 the value of the visitor economy to the Borough was around £645M with around 7 million visitors enjoying the Borough per annum. The volume [of visitors] and the value [£] of their visits were increasing. It is widely understood however, that the impact of the COVID-19 pandemic has hit the visitor economy the hardest.
- 2.2 Whilst national grant funding has been made available to businesses to assist them during periods of restrictions, and the Council has put in place recovery programmes to also assist businesses (see complementary Economic Growth Strategy / Recovery plan paper) during the

pandemic, the visitor economy has suffered with the Borough feeling it most acutely. The important point to note here, is that this strategy, its deliverables and the objectives within the action plan could not be more critical at this time of crisis. Officers have not only been delivering the emergency response programme to businesses (and residents) but have also been delivering a series of interventions to prepare the Borough's businesses for when restrictions are lifted and visitors return.

- 2.3 Economists during the announcements on the impact of COVID-19 on the nations economy (the economy shrank by nearly 10% during 2020) predict that the economy is likely to bounce back like a coiled spring. Economists believe that a large proportion of consumers are ready to release large amounts of pent-up financial energy on things people have missed the most. This includes entertainment, social experiences and being able to explore again. Given that the lack of confidence of UK consumers its forecast that many will commence their travel within the UK – and as such, the Borough needs to be prepared to welcome back visitors during 2021. The council, with its partners (see section 3 below) are maximising on the opportunities presented by funders to deliver against the targets, objectives and deliverables of the action plan, and are therefore positioning the Borough to capitalise on this income.

3 THE CULTURE AND TOURISM BOARD - PROGRESS

- 3.1 The Board has been in development for some years and now is fully embedded and taking on an oversight role of the Strategy. The Board is chaired by the New Anglia LEP and comprises key stakeholders representing national funders (Arts Council, Historic England & National Lottery Heritage Fund), and Norfolk Chambers, NCC's Arts and Museum Services, GYTABIA and GYBID, key arts providers in Great Yarmouth and private sector individuals from the locality. Since the group was established much has been achieved, most notably the collaborative development of the updated *Culture, Heritage and Tourism Strategy and Delivery Plan* (2020-2030).
- 3.2 Since its inception significant learning has taken place; Board members have become more familiar with Great Yarmouth's cultural offer, each other's priorities for and within the Borough, and the specific cultural challenges and opportunities in Great Yarmouth. Furthermore, through their input into co-authoring the new Strategy and Delivery Plan they have been able to contribute their own ideas and resources to support the development of investment plans (largely the Town Deal and Town Investment Plan), and the delivery of specific projects and tasks.
- 3.3 The mechanism for managing oversight of project delivery is thus; each 'Aim' has a small group of 'Partners' drawn from the Board to provide key expertise in terms of knowledge, skills, and / or partnerships. Each of these groups has a 'Project Lead' whose role it is to oversee the group's tasks, for example, defining actions and action planning, supporting delivery, identifying milestones and reporting progress. Progress updates are then captured and collated by GYBC officers ready for presentation and discussion at Culture and Tourism Board meetings which are held quarterly.
- 3.4 The system is largely bedded in, with the Board now clear on what's needed for delivery, and the success of it being felt (to the extent that new partners are joining). As already stated the Board sits as a subset to the Town Deal Board so the success of this is paramount. The next step is for the Board to build momentum with other areas – seeking to cross fertilise ideas and generate new projects as a result of funding announcements and increased partnership working. As such early stage discussions are underway with the New Anglia Cultural Board

whereby learning, best practice, partnership opportunities and cross fertilised ideas will be generated positioning the Borough well to grow cultural tourism and pitch for a Tourism Sector deal.

4 NOTABLE PROGRESS – EXPERIENCE

4.1 Great Yarmouth's involvement in Project EXPERIENCE is the primary focus of Aim 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.'* (Theme 4: Convert the Borough to an all-year round destination) and also aligns specifically with aim 2.3:
- *Develop experiential trails that navigate through the borough highlighting cultural assets (such as the proposed 100 trees / 100 sculptures project),* as part of (Theme 2: Ensure the Borough is known for providing great experiences to its communities and visitors)

4.2 Norfolk County Council are the lead partner of the four-year 'Project EXPERIENCE' (due to conclude in June 2023). This is an Interreg funded programme spread across 14 partners consisting of local authorities, national parks, universities and DMO's from both England and France. It has a total budget €23.3m and Norfolk County Council's funded agreement is estimated within the region of €5.8m. Great Yarmouth is a key Stakeholder within the project.

4.3 The broad strategic purpose of the project is to promote new tourism 'experiences' between October – March, increasing visitors and overnight stays during the off-peak season. Deliverables seek to achieve:

1. the testing and launch of new off-season, experiential tourism offers
2. experiential off-season infrastructures
3. new off-season experiential tourism offers.

As such, Great Yarmouth's timely involvement in EXPERIENCE provides significant opportunity to achieve a number of the Strategy objectives to create and cater for new tourism markets; devising attractions that cater for multiple market segments, fostering a higher-quality, more resilient year-round tourism market servicing out-of-season vacationing, diversifying and repositioning the offer to visitors and residents and sustaining the growth and vitality of the economy.

4.4 The EXPERIENCE project launched a funding call for projects to bid into their programme, with partners providing 'pitches' for ideas. The Borough Council have been invited to stage 2 of a project idea, as have a number of other Great Yarmouth based organisations.

4.5 The proposal seeks to draw EXPERIENCE investment to implement new *experiential off-season trail infrastructure*. For different types of users (such as children, families, serious walkers, older generations). These are designed to drive footfall from and to other attractions and integrate with transport options and other schemes, such as a new e-scooter trial. Features include 3 trails (including Burgh Castle, the town and Gorleston), interactive fixed and digital information, new artwork, and illuminated rest stops.

4.6 Whilst confidential (the process remains competitive at this stage), a number of other Great Yarmouth projects have also submitted bids to the EXPERIENCE Innovator programme, and as such, there is an anticipation that a number of complementary projects will take place across the Borough in the coming 2 years.

- 4.7 The above project has also been designed to complement the district-wide route for 'Norfolk Way' (a 240 mile long-distance walking/cycling circular trail) has been confirmed. This trail is set to pass through Great Yarmouth and will include one of seven art installations to support landscape interpretation for visitors. Sites are in the process of being confirmed, with the Culture and Tourism Board engaged throughout the process..
- 4.8 Further progress has been made in connection to the Norfolk-wide EXPERIENCE projects. A filming opportunity has been secured with a high profile celebrity in collaboration between Norwich BID, GO TRADE, GYTABIA, and EXPERIENCE this will focus on sustainable local food.
- 4.9 NCC Project Team have fed back that Great Yarmouth has made excellent progress overall, regarding the Boroughs local 'readiness'; a testament to the proactive strategic partnerships that are already in place. Within Norfolk, the Borough of Great Yarmouth is considered to be 'cutting edge' in terms of understanding its potential for experiential off-season activity as a means to confidently showcase the rich and unique natural, cultural and heritage-based tourism offer. With this momentum the Borough is on track to be one of the first places to launch with an itinerary ready for the next off-season in October 2021 (the first off-season during the EXPERIENCE programme).
- 4.10 Whilst not part of the EXPERIENCE project Council officers are working with other culture and tourism partners to develop ; heritage trails, exploratory / mystery trails and those in partnership with charities.

5 NOTABLE PROGRESS – FACET

- 5.1 Within the CHT Delivery Plan EU 'Project FACET' (Facilitate the Adoption of Circular Entrepreneurship in the Tourism and Leisure Sector) has been assigned to Aim 1.9:
- *'Seek to operate a circular economy within the tourism sector aimed at reducing packaging waste and reduce carbon footprint'. (Theme 1: Protect, enhance and value the natural and built environment in order to support culture and tourism and attract investment).*
- 5.2 Following the success of securing the EU funding from the Interreg 2 Seas Programme, GYBC have been partnering with Norfolk County Council (NCC) to form the UK contingent in a partnership that includes partners from Belgium, France, and The Netherlands, to create a place-based programme that test-bed's environmental interventions. The intended outcome is to influence a behavioural shift towards a more 'circular economy' and waste reduction within, and to benefit, the tourism & leisure sector across the Borough.
- 5.3 Overall, the investment to the Borough through 'Project FACET' amounts to £550,000 (615,000 Euros). Whilst COVID has delayed the start of the project by about 8 weeks, The Borough has made headway in the partnership and will be securing a project officer to deliver the benefits on the ground and will work jointly across the comms and environmental health service areas.
- 5.4 At present, due to restrictions, the project is in research phase; identifying cutting-edge global innovations in packaging and waste solutions through desk research. Interventions being researched that address circular waste economy solutions to motivate consumer and business sector behaviour change include;

- **Packaging materials** – from ‘the point of sale’ looking at the avoidance of Single Use Plastic packaging wherever feasible by advocating alternative reusable packaging products. Through to the disposal and the implementation of ‘smart’ containers to capture the value from packaging material created by the tourism economy. The procurement and trailing of Smart digital/sensor bins have been structured into the 2021 timeline, and reverse vending machines to capture mixed residual waste and dry recyclable materials are also planned.
- **Waste cooking oil** – working with tourism-related retail establishments by targeting what is a difficult waste product (i.e. used cooking oil) and supporting its conversion to a biofuel with value for local vehicle/fleet use. The proposal is to support a local supply and logistics chain to capture, collect, store, refine and return for reuse cooking oil targeting restaurants, take-aways and fast food outlets in the coastal tourism resort areas across the borough of Great Yarmouth.

5.5 Concurrent to this research, work is also underway to establish reach and identify local organizations to help with business engagement and work up ideas for deliverables. As such development of the business engagement strategy is still in progress and will carefully align with the Economic Growth Strategy and Action plan.

6 NOTABLE PROGRESS – WINTER PROGRAMME

6.1 Delivery of the Winter Programme corresponds with various priorities within the CHT 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).

Outputs related to this work also fall within other Delivery Plan Aims, and ‘Notable Progress’ Items highlighted in this report, namely ‘Project EXPERIENCE’ where activity falls out of season (October to March).

6.2 The strategic purpose of the Winter Programme is to catalyse post-COVID 19 economic recovery in the Borough; driving footfall, inducing spend and providing an ongoing cultural legacy and platform beyond 2020. It is thought that the impact of the pandemic from the cancellation of cultural, artistic and tourism provision in Great Yarmouth, alone, will be around £11m, extending the economic impact far beyond those enterprises directly servicing the relatively fragmented tourism sector. However, as laid out in section 2 (see 2.3) the economy is anticipated to recover with entertainment and the visitor economy to see a significant level of positive change.

6.3 The Winter Programme project is managed by GYBC and is supported by project Partners including Greater Yarmouth Tourism and Business Improvement Area (GYTABIA); Great Yarmouth Town Centre Partnership, SeaChange Arts; Jays UK (Family Business), St. George’s Trust, Civic Society. The project has secured major funds from the Town Deal Accelerator Fund and also the Norfolk County Councils Norfolk Strategic Fund.

- 6.4 The Winter Programme has been designed to deliver a spectacular coordinated package of interventions to animate the seafront, town and wider borough during the winter off-season months – capitalising upon the Town’s growing reputation as the national capital of circus. Experiential interventions to encourage outdoor footfall over a large expanse of public realm areas in the towns of Great Yarmouth, Gorleston and Hemsby include; a Fire Over Water trail, Christmas market, animations such as lighting and selfie signs and other wrap around activities.
- 6.5 Due to the COVID-19 pandemic, there have been inevitable delays to the original project timeline due to restrictions. As a result, the Fire Over Water trail is now planned to start at the end of October 2021, with weekend shows throughout November, thus commencing the Winter Programme at a time when COVID should be under control with the vaccination programme largely rolled out.
- 6.6 The lighting trail was delivered during the winter of 2020/21 with all 3 tourism hotspots covered in festoon and decorative illuminations – Great Yarmouth, Gorleston and Hemsby. This infrastructure will continue on an annual basis with the programme assumed to commence as follows:

| Experience | Launch |
|--|----------------------------|
| Fire Over Water | End Oct/beginning Nov 2021 |
| Decorative Lighting including ‘selfie letters’ | Ongoing on an annual basis |
| Sporting Event | October 2021 |
| Christmas Market (St George’s Park) | Nov/Dec 2021 |
| Painting the Town Artist Trail | Feb/Mar 2022 |

- 6.7 We have been working with funding bodies to ensure they are happy with the revised timeline.

7 NOTABLE PROGRESS – HERITAGE ACTION ZONE

- 7.1 The High Streets Heritage Action Zone (HAZ) initiative is funded with £40 million from the DCMS Heritage High Street Fund and £52 million from the Ministry of Housing, Communities and Local Government’s Future High Street Fund. £3 million will be provided by the National Lottery Heritage Fund to support a cultural programme.
- 7.2 In 2019 GYBC submitted a successful expression of interest and was invited to develop a programme design for a Heritage Action Zone. In January 2020 it was announced that Great Yarmouth was one of 68 high streets which had made a successful bid. Under the scheme, lead partners will work with Historic England to develop and deliver schemes that will transform and restore disused and dilapidated buildings into new homes, shops, workplaces and community spaces, restoring local historic character and improving public realm.
- 7.3 The Great Yarmouth HAZ focuses on the town’s historic centre. The scheme covers a series of projects and workstreams which will collectively tackle problems of empty, redundant and

neglected buildings through repair and re-use; repair and restore the historic environment; offer training and skills development; and a wide programme of community engagement.

- 7.4 The scheme will transform and restore disused and dilapidated buildings into new homes, shops, workplaces and community spaces, restore local historic character and improve the public realm. The community engagement and cultural activities programme will attract residents, shoppers and visitors, and train people in heritage construction and research skills. The scheme will increase footfall and encourage a better understanding of the historic importance of the buildings, townscape and heritage of the HAZ.
- 7.5 The project strategically aligns with the Future High Street Fund and Town Deal Investment Plan actions and objectives and will deliver a significant community benefit.

8 NEXT STEPS

- 8.1 The results of the activities are fully detailed in the annex (see column labelled progress). Some of the deliverables are awaiting the outcome of the application to the Town Deal, particularly some of the larger capital schemes such as the centre for circus arts, a number relating to the seafront regeneration and those that improve the public realm / connectivity. The outcome of the Town Deal should be known by the Spring and as such a number of these schemes should commence at pace, by the summer.
- 8.2 However, in conjunction with increased joint working with the LEPs Cultural Board where new opportunities will develop, officers are looking to commence work (with partners) on:
- 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)
- 8.3 Part of the development of this work will feed into the Inclusive Growth Plan and provision of an evidence base and feasibility study using small amounts of funding from the Wider Business Support programme (see complimentary paper – Economic Growth Strategy and Recovery Progress).
- 8.4 Due to the restrictions placed on COVID it has not been possible to undertake a sensible baseline in terms of the creation of a meaningful set of metrics to be able to monitor the impact of the strategy. It is proposed that Officers will develop a series of metrics along the below to understand the genuine impact of the individual interventions, which will be an important measure to understand how the visitor economy has been recovering following the lifting of restrictions.
- 8.5 Officers propose that these measures will feature around cultural vibrancy (numbers of events / visitors), the value of that to the economy (including increase in volume and value from visitor spend), workforce data around jobs in the cultural and creative sectors as well as improvements in the sentiment, mood and positive feedback from those visiting the Borough.

9 FINANCIAL IMPLICATIONS

- 9.1 At the current time that the Culture, Heritage & 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 delivery. Many of these already have clear delivery plans and have either been successful in gaining investment and grant funding (FACET, EXPERIENCE) or have had applications submitted (e.g. Future High Street, Town Deal Investment Plan and Winter Gardens). Others are in the early stages of developing new project plans and frameworks in connections to specific Strategic Aims in the Delivery Plan.

- 9.2 As per existing projects, these new ones will harness current resources within the partnership or require new funding from known sources or programmes yet to be announced that align with specific aims. It will be the role of the Board and Projects Leads to determine the most appropriate route for making those applications and managing accountability of funds.

10 RISK IMPLICATIONS

- 10.1 The biggest risk at present is the impact of the COVID-19 pandemic, specifically the economy and public safety. Within the context of the progressing the Great Yarmouth CHT Strategy and Delivery Plan, financial uncertainties and fluctuating lock-downs and social distancing restrictions are having impacts.
- 10.2 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.

11 SUMMARY

- 11.1 There has been significant progress of the Culture, Heritage and Tourism Strategy. This report outlines some of the most notable successes. 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, Heritage and Tourism offer.

RECOMMENDATIONS

Members are asked to:

- 1) Review and feedback on progress made to develop the 10-year Culture, Heritage & Tourism Strategy and Delivery Plan.**

| 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 |

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| 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 | | | | | | |
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| | | | | | | | | | | |
| 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"> New vision for Seafront Definitive masterplan adopted Funding Secured Regeneration plan roll-out underway | <ul style="list-style-type: none"> First stage design and development plan is complete. Elements have been drawn out for TD (Connectivity work stream) GYBC Officers Group meetings planned to consider masterplan outcomes and next steps Outcome of Town Deal application due by end of March 2020 | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ |
| 1.2 | Re-purpose the Winter Gardens as a unique visitor attraction on the seafront. | <ul style="list-style-type: none"> Funding Secured Operator established Heritage asset restored Asset is open and operational | <ul style="list-style-type: none"> GY are down to the final 12 (of 120 applicants) for Heritage Horizons fund Multi-disciplinary team completed the required RIBA documentation Progress made on services strategy, heritage statement, and design strategy NLH application is due to be submitted by end-Fed 2021 Further Milestones dependant on funding outcome | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ |
| 1.3 | Create flexible event and outdoor animation spaces, enabling creative performances to take place, including the regeneration of the | <ul style="list-style-type: none"> Outdoor areas scoped and defined Investment plan Phased roll-out of new areas established Promotion of space and programmes Improved footfall and foot flow | <ul style="list-style-type: none"> Covered Market: designs are complete and in the process of final discussion with Historic England Planning permission has been granted for the covered Market Comprehensive landscaping design of Market Place completed QS pricing up underway | | | ✓ | | | ✓ | ✓ |

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| | covered marketplace. | | <ul style="list-style-type: none"> Project timeline for the 6-day Market redevelopment next steps in place, completion due end of 2021 'Enabling' animations are due to follow completion. | | | | | | | | |
| 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"> Full inventory of buildings and assets. Devalued business model. Funding identified and secure. Workspaces in operation Increase in locally based entrepreneurs | <ul style="list-style-type: none"> Process of mapping spaces available, understanding specifics for varied creative uses Next steps under consideration: <ul style="list-style-type: none"> Development of working group to scope offer Completion of Business case Further milestones dependent on the project plan and 2.2 progress | ✓ | | ✓ | | | | ✓ | ✓ |
| 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"> Full options appraisal of appropriate buildings Detailed development plans and business model Purchase / investment in building[s]. Works completed | <ul style="list-style-type: none"> Being developed in the first instance as elements of the Towns Deal plan submitted in December 2020. (please refer to 2.1) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ |
| 1.6 | Development of a Heritage Information Centre signposting tourists and local people to cultural activities. | <ul style="list-style-type: none"> Funding and building secured. Building fully restored, repurposed and operational as and information hub Enhanced developed supporting the visitor experience and sense of place | <ul style="list-style-type: none"> Former Greenwoods Building now in ownership of GYPT with completed survey Project has reached RIBA stage 2 + concept design to spatial coordination. Next steps: <ul style="list-style-type: none"> Development of digital heritage offer with University and consultants planned Project planning and achieve planning permission Q1 2021 Procurement and site set up Q2 2021 Construction phase Q3 2021 | ✓ | | ✓ | | | ✓ | | ✓ |

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| 1.7 | Inject culture and heritage into public spaces, gateways with quality urban design to enhance the Borough's 'sense of place'. (connects to 2.3) | <ul style="list-style-type: none"> Public realm land in town centres incl. gateways identified and audited Design brief(s) created Funding identified and secured Quality placemaking projects implemented | <ul style="list-style-type: none"> Preparation and production of design guides is underway due to be completed by May 2021 Recent decision to establish a Design Board agreed (completion TBC) GYBC and GYPT are preparing a tree strategy for the urban area Shopfront design guide is in progress 4 other design guides in preparation | ✓ | | ✓ | | | ✓ | | ✓ |
| 1.8 | 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"> Play areas reviewed Needs audited and established Asset strategy developed Funding identified and secured Investment is driving regeneration | <ul style="list-style-type: none"> Scoping underway with a view to establish a project plan and resources going forward No milestones yet, these will be dependent on the project plan | | | ✓ | ✓ | ✓ | | | |
| 1.9 | 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"> Funding secured. Businesses surveyed Types of interventions established Interventions installed Measures in place | <ul style="list-style-type: none"> Confirmation GYBC is a formal partner, new officer recruitment underway Research underway in terms of waste solutions Communications plan underway <ul style="list-style-type: none"> Case studies and best practices article have been submitted for the FACET webpage Approached organizations to potentially help with business engagement Planning for business engagement strategy underway | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ |
| 1.10 | Ensure our beaches are accessible for all by improving the surrounding infrastructure and introducing boardwalks where required. | <ul style="list-style-type: none"> Accessibility audit complete Feedback from users achieved Designs complete. Funding identified and secured Works installed and complete | <ul style="list-style-type: none"> No milestones yet, these will be dependent on the project plan Potential to link with Facilities, Access and Maintenance plans (GYTABIA) | ✓ | | ✓ | ✓ | ✓ | ✓ | | |



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 | | | | | | | |
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| | | | | | | | | | | | |
| 2.1 | 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"> Well-designed performance spaces An attractive Artists Collective package of support New funding streams for artists Circus and Street Performance integrated into key events Promotions | <ul style="list-style-type: none"> 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 Next step is to set up a small working group to scope project deliverables | ✓ | ✓ | | ✓ | | | ✓ | ✓ |
| 2.2 | 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"> Good market research - Skills gap analysed and demand assessed Business model developed Funding identified, applied for and secured Delivery of training opportunities. | <ul style="list-style-type: none"> Mid - long term project plan and scope to be defined in connection with those delivering aim 1.4 (above) 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). | ✓ | | ✓ | | | | ✓ | ✓ |

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| 2.3 | <p>Develop experiential trails that navigate through the borough highlighting cultural assets such as the proposed 100 trees / 100 sculptures project</p> <p>(connects to 1.7)</p> | <ul style="list-style-type: none"> • Develop project[s]. • Funding identified, applied for and secured • Projects are included as part of wider regeneration proposals. | <ul style="list-style-type: none"> • 1 x sculpture is in place (Bridget Heriz). Second to be added (Alison Atkins - going in same location, South East Wall) • Greening of the town has been included as part of the Town Deal • Success with Funding (Trees): GYPT secured funding for a 200-tree community orchard • Delivery of community orchard underway including community outreach | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ |
| 2.4 | <p>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).</p> <p>(connects to 4.1)</p> | <ul style="list-style-type: none"> • Viable events identified with partners. • Funding identified, applied for and secured • Events planned, facilitated and delivered | <ul style="list-style-type: none"> • Winter Programme developed – to be delivered 2021/22 • Lighting and animations achieved, • Fire Over Water tendered – trail being planned | | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ |



Arts and Culture



Skills and Experience



Community Resilience



Smarter use of Tech



Accessibility



Environmental Responsibility



Sustainable Tourism



Partnerships

B3

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 | | | | | | | |
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| | | | | | | | | | | | |
| 3.1 | Explore opportunities to develop sustainable models of revenue generation from capital developments and trading. | <ul style="list-style-type: none"> Suitable residential and commercial properties identified. Feasibility plans complete Appropriate business models developed and in operation Funding and investment secured Generated revenue enabling cultural activity and products | <p>Some key heritage buildings included within the Towns Deal</p> <p>Pending Towns Deal outcome due March 2020</p> | ✓ | ✓ | | | | ✓ | ✓ | ✓ |
| 3.2 | Work with partners to design and adopt technologies to provide information and marketing tools to support and | <ul style="list-style-type: none"> Key audiences identified New comms tools identified Funding sourced and secured | <ul style="list-style-type: none"> New website provider identified Website due to go live April 2021 Web advisory group created New Branding has been approved in Partnership with GYTABIA who are now rebranded as Visit Great Yarmouth (for public facing comms only) | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

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| | enhance the visitor experience. | <ul style="list-style-type: none"> Implement and promote tools. | | | | | | | | | | |
| 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"> Community voice contributing to the creation and delivery of physical activity events Newly developed activity outreach programme implemented Health sector partners collaborating and connected to the cultural offer | <ul style="list-style-type: none"> Work has begun to invigorate Active Great Yarmouth Steering Group the group with new ToR to begin collaborative delivery of the framework Framework Commitments under each working group have been prioritised to support the creation of an annual action plan that will focus the work moving forward. Next steps – delivery of the framework | ✓ | ✓ | ✓ | | | | | | ✓ |
| 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"> Opportunities for production and technical training / apprenticeships identified A base of skilled tutors established Cohorts of artists attracted Increased ambition and quality of local training Partnerships with industry in place Formal accreditation available | <ul style="list-style-type: none"> Opportunities now being scoped in line with aspirations of learning hub and Town Deal Investment Plan | ✓ | ✓ | ✓ | | | | | | ✓ |



Arts and Culture



Skills and Experience



Community Resilience



Smarter use of Tech



Accessibility



Environmental Responsibility



Sustainable Tourism



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 | | | | | | | |
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| | | | | | | | | | | | |
| 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"> A well-researched approach to winterproofing tourism businesses The creation and marketing of an all-year round programme of events and activities. A new winter programme Roll out of compressive flexible year-round programme. | <ul style="list-style-type: none"> Secured match funding for Winter Programme Programme planned – paused / rescheduled due to COVID restrictions Aminations procured and installed FOW tendered and planning underway Business Adaptation Grant Scheme launched Winterisation Grant Scheme to be developed Destination Management Plan under development (please refer to 4.3) Investment secured from: Business Adaptation Grant Fund, Winterisation Grant, Norfolk Strategic Fund, Project EXPERIENCE | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 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"> Tourism Zone in Great Yarmouth lobby success Business case complete Tourism for Zone application success Initiatives roll-out in progress | <ul style="list-style-type: none"> LEP Visitor Economy recovery plan launched Unexplored England - VEE & VS secured funding to assist with destination marketing Workshop with partners delivered in December to compile justification for bid Government announced delay in Tourism Zone bids to early 2022 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

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| | | | <ul style="list-style-type: none">Next step is to develop a Tourism Action Plan (to underpin future bid)Tourism Action Plan due for completion and sign off Q3 2021Tourism Zone Bid to be prepared Q4 2021 | | | | | | | | |
| 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">A shared place-based brand amplified far and wideWell-researched evidence-base of emerging needs and opportunitiesDestination Management Plan that includes targeted marketing campaigns for year-round experiences. | <ul style="list-style-type: none">A Destination Management Plan draft has been developedPartner consultation taken place, second round due mid-February 2021Revised target date for GYTABIA Board sign-off on March 21 | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ |
| 4.4 | Work jointly with partners to undertake targeted online marketing, seeking support from social media influencers, and place-based brand ambassadors to promote experiential activities. | <ul style="list-style-type: none">On-brand campaigns (to promote the culture of the borough)Communication tools IdentifiedInfluencers founds and recruitedKey target audiences identifiedTools implemented and promoted | <ul style="list-style-type: none">GYBC now working with Marketing Board of GYTABIAActively promoting through SM – ‘a Space To’ campaignGYTABIA is developing a social media influencers programme for 2021 inc. work with a PR agencyGYBC ongoing marketing and digital appropriation of BAU annual events i.e. Wheels Festival (pending possible cancellation)Ongoing on hold due to COVID limitations | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| 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">Investment to fund local projects in Great Yarmouth is to fund.A well-developed programme plan.Out-of-season events programme delivery | <ul style="list-style-type: none">Innovation Incubator launched, 4 bids through to second stage. Outcome due Spring 21Celebrity collaboration – due for media campaign summer 2021‘Norfolk Way’ (240 mile long-distance walking/cycling circular trail). Trail will contain 7 art installations to support landscape interpretation for visitorsDecision on GY site to take place | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ |

Acronym List

GYBC – Great Yarmouth Borough Council

ACE – Arts Council England

NHLF – National Heritage Lottery Fund

HE – Historic England

GYTABIA - Great Yarmouth Tourism & Business Improvement Area

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