

URN: 21-154

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

Report to: Economic Development Committee, 15th November 2021

Report by: Michelle Burdett, Head of Inward Investment

SUBJECT MATTER / RECOMMENDATIONS

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

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

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

Members are asked to:

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

1. BACKGROUND AND CONTEXT

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

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

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

1.3 Since the plan was originally developed, additional objectives have been woven into these themes and have become embedded within the approach. These include the 'Pathway to Recovery' which the Council developed in response to the pandemic and the aligned Economic Growth Strategy and its Action Plan. These plans are collectively used to deliver against a place focused agenda and ensures that the cultural vision can be delivered within an evolving economy.

1.4 Members agreed to the recommendation of the Delivery Plan being a 'living document' and as such, the plan has been updated (Appendix A) to show the progress of the achievements against the objectives of this to date. The plan is been reviewed quarterly by the Culture and Tourism Board to take into account additional initiatives which are designed to support the overall strategy themes. At the last Culture and Tourism Board meeting the Delivery Plan was meticulously reviewed and categorised highlighting those projects and ambitions that require further intervention and therefore are being prioritised by a lead officer.

2 **LEARNING FROM UK CITY OF CULTURE PROCESS**

2.1 At the Economic Development Committee (13 September 2021) members received an additional report on the opportunity to promote art, culture & heritage by bidding for UK City of Culture 2025 status in partnership with East Suffolk Council. Subsequently a proposal was submitted to the Department for Culture, Media and Sport (DCMS). Whilst the application did not make the longlist for 2025 consideration, it did serve to galvanise significant interest from a wide range of commissioners and delivery partners who continue to be interested in working with both councils to delivery some form of arts and cultural programming in the coming years.

2.2 To that end, members agreed an allocation of £40,000 budget from the Special Projects Reserve to fund progress to the next stage of the UK City of Culture bid. Whilst that bid did not progress to the longlisting stage, the two Councils remain committed to the ongoing partnership to showcase the local arts, heritage and culture events that take place across both localities.

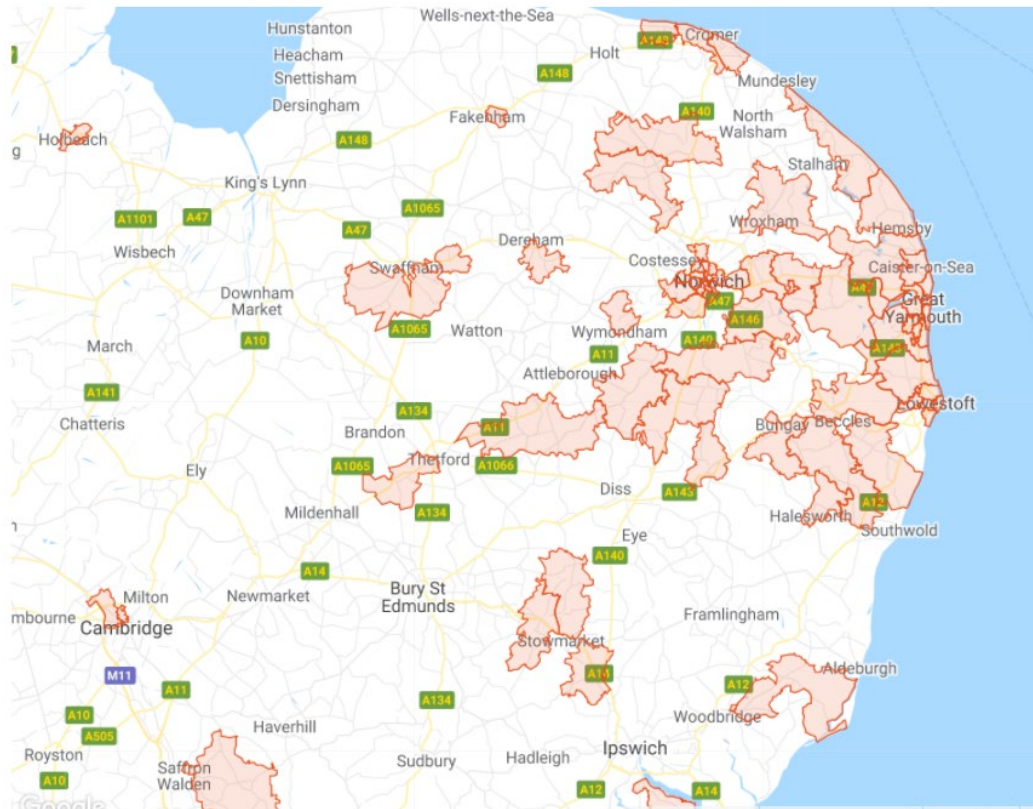
2.3 The UK City of Culture 2025 bid was developed in partnership with East Suffolk Council and our local cultural partners based on the similarities the two areas share. In particular, the towns of Great Yarmouth and Lowestoft have a shared heritage inextricably linked to the sea and both areas are now realising huge new opportunities through innovation in offshore energy. The UK City of Culture bid presented a natural progression from the Great Places scheme – '*Making Waves Together*' which was funded by the National Lottery Heritage Fund, Arts Council England, and Historic England which both Councils invested in and delivered, and this remains unchanged.

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

3 CULTURAL PROGRAMMING - NOTABLE PROGRESS

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

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





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

4 CULTURE DEVELOPMENT FUND

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

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

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

5 FINANCIAL IMPLICATIONS

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

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

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

6 RISK IMPLICATIONS

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

7 SUMMARY

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

Area for consideration	Comment
Monitoring Officer Consultation:	As part of ELT review.
Section 151 Officer Consultation:	As part of ELT review.
Existing Council Policies:	Corporate Plan, Annual Action Plan, Economic Growth Strategy, Culture Heritage and Tourism Strategy
Financial Implications:	None
Legal Implications (including human rights):	None
Risk Implications:	As identified in report
Equality Issues/EQIA:	The Strategy and its actions will be as fully accessible as possible
Crime & Disorder:	None
Every Child Matters:	N/A



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Environmental Responsibility



Sustainable Tourism



Partnerships

	Aim	Outcome	Progress	Cross Cutting Themes							
1.1	Develop and deliver a 'Seafront Masterplan' to regenerate the Borough's public realm areas along the 'Golden Mile'.	<ul style="list-style-type: none"> 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 Town Deal (Connectivity work stream) GYBC Officer Working Group and Members working Group set up – led by a Strategic Director Conservation, heritage and design manager to report back to the C+T Board on progress of the seafront masterplan Gorleston seafront masterplan also in development with aligned OWG and MWG meetings to oversee the delivery. 	✓	✓		✓	✓	✓		✓
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"> Bid submitted in February with the project being one of 12 applicants. Outcome announced in August 2021 – where the project was awarded £9.9M of Heritage Horizons funding Start-up meeting successfully completed with the NLHF and permission to start approved Tenders for the team out to advert 	✓	✓		✓	✓	✓		✓

1.3	Create flexible event and outdoor animation spaces, enabling creative performances to take place, including the regeneration of the covered marketplace.	<ul style="list-style-type: none"> 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 referred to Historic England who fed into the architectural designs. Planning permission has been granted for the covered Market Comprehensive landscaping design of Market Place completed Construction underway '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"> Skippings Gallery, and Drill Hall, already in delivery, 145 King Street to be picked up under the HAZ Considerations underway as part of the HAZ and Culture development fund. Creative entrepreneurial training and activity to facilitated under the Community Renewal Fun bid (including NMS / OTA training schemes) Further milestones dependent on the project plan and 2.3 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 including linkages with the ice House, which will include performance space, and training facilities. Culture Development Fund completed and submitted 15th October which includes the match for the Ice House and support for training and teaching Outcome not yet known (due Spring 2022) 	✓	✓	✓	✓	✓	✓		✓
1.6	Development of a Heritage Information Centre	<ul style="list-style-type: none"> Funding and building secured. 	<ul style="list-style-type: none"> Funding secured via Future High Street Fund – the building will be used to promote / signpost visitors to community / cultural events and offers 	✓		✓			✓		✓

	(Cultural Centre) signposting tourists and local people to cultural activities.	<ul style="list-style-type: none"> 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. Development of digital heritage offer with University and consultants completed Ready to submit planning permission 								
1.7	Inject culture and heritage into public spaces, gateways with quality urban design to enhance the Borough's 'sense of place'. (connects to 2.4)	<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 and part of the HAZ project First design guide concluded and approved by P+R, future design guides to be delegated to Director of Planning and Growth for sign off See outcomes under 2.4 	✓		✓			✓		✓
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 Progress report due to be presented to GYBC Environment Committee in Nov 21, final report due in the new year. 			✓	✓	✓			
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"> 30 businesses have formally signed up to be involved in the project, 8 as Circular Economy Champions. The 8 CE Champions have completed a waste diagnostic to baseline current performance. Selection of pilots to be rolled out: (1) Reusable cups (2) Community Fridges & composting (3) Single Use Packaging and (4) behaviour Change through an Art Sculpture Trail. 	✓	✓			✓	✓	✓	✓

			<ul style="list-style-type: none"> • Procurement of bin frames to introduce mixed bottle recycling along Great Yarmouth seafront and increase efficiency of collections. • Procurement of ballot bins to reduce cigarette butt littering. • Data collected to inform introduction of smart compaction bins in Hemsby. 								
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"> • Officers currently assessing the funding streams. • Proposed to be included in seafront masterplans. • Both Great Yarmouth and Gorleston have a beach wheelchair that can be hired at no cost. 	✓		✓	✓	✓	✓		



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Accessibility



Environmental Responsibility



Sustainable Tourism



Partnerships

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

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

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

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

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



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

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

	Aim	Outcome	Progress	Cross Cutting Themes							
3.1	Explore opportunities to develop sustainable models of revenue generation from capital developments and trading.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Buildings included in the HAZ (145 King Street) which has now been approved by Government for CPO process. Two buildings included within the Culture Development Fund bid to be converted to residential use 	✓	✓				✓	✓	✓
3.2	Work with partners to design and adopt	<ul style="list-style-type: none"> Key audiences identified 	<ul style="list-style-type: none"> New website provider identified Website now live 	✓		✓	✓	✓	✓	✓	✓

	technologies to provide information and marketing tools to support and enhance the visitor experience.	<ul style="list-style-type: none"> • New comms tools identified • Funding sourced and secured • Implement and promote tools. 	<ul style="list-style-type: none"> • Web advisory group created and meetings regularly taking place. • New Branding has been approved in Partnership with Visit GY who are now rebranded as Visit Great Yarmouth • New footfall technology in place. 								
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"> • Active GY steering group is now fully established is with approved Terms of Reference and a detailed action plan that all partners are signed up to deliver against • A recent update when to Housing and Neighbourhood committee • Next steps – continued 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"> • Pending UKCC conversation. • St Georges Trust developing links with East Coast College through the LIFT project 	✓	✓	✓					✓



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

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

	Aim	Outcome	Progress	Cross Cutting Themes							
4.1	Develop an off-season strategy - optimising the traditional offer, extending the appeal to visit off-season and diversifying to attract new visitors throughout the year. (connects to 2.4)	<ul style="list-style-type: none"> 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 – now called ‘See Great Yarmouth in a Different Light’ 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 	✓		✓	✓	✓	✓	✓	✓

			<ul style="list-style-type: none">GYBC Events Policy developed – targeting an all year round event programme								
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 successBusiness case completeTourism for Zone application successInitiatives roll-out in progress	<ul style="list-style-type: none">LEP Visitor Economy recovery plan launchedUnexplored England - VEE & VS secured funding to assist with destination marketingWorkshop with partners delivered in December to compile justification for Tourism ZoneOutcomes of consultation woven into the Final Destination Development Plan signed off by the LEP Board¹Tourism Zone superseded with the DCMS Tourism Recovery Plan and DMO review	✓	✓	✓	✓	✓	✓	✓	✓
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 developed and officially launched	✓		✓	✓	✓	✓		✓
4.4	Work jointly with partners to undertake targeted online marketing, seeking support from social media influencers, and place-based brand ambassadors to	<ul style="list-style-type: none">On-brand campaigns (to promote the culture of the borough)Communication tools IdentifiedInfluencers founds and recruitedKey target audiences identified	<ul style="list-style-type: none">GYBC now working with Marketing Board of Visit GYActively promoting through SM – ‘a Space To’ campaignVisit GY is developing a social media influencers programme for 2021 inc. work with a PR agencyGYBC ongoing marketing and digital appropriation of BAU annual events	✓	✓	✓	✓	✓		✓	✓

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

	promote experiential activities.	<ul style="list-style-type: none"> Tools implemented and promoted 										
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. Each scheme now being developed 'Norfolk Way' Trail will contain 7 art installations across Norfolk to support landscape interpretation for visitors – GY's large landmark public artwork being developed in partnership (see 2.4) with GYBC and will be put in the marketplace 	✓	✓		✓	✓	✓	✓	✓	✓

Acronym List

GYBC – Great Yarmouth Borough Council

ACE – Arts Council England

NHLF – National Heritage Lottery Fund

HE – Historic England

GYTCP – Great Yarmouth Town Centre Partnership

GYPT - Great Yarmouth Preservation Trust

NCC – Norfolk County Council

VN – Voluntary Norfolk

BA – Broads Authority

SGT – St George's Theatre

Jays UK – Jays UK Ltd/ Hippodrome

NMS – Norfolk Museum Service

LEP - Local Enterprise Partnership

AN – Active Norfolk

CCG - Clinical Commissioning Group

PCNs - Primary Care Network

NPH – Norfolk Public Health

VEE – Visit East of England

