

OUR PLACE IS YOUR STAGE

THE BOROUGH OF
GREAT YARMOUTH

JULY 2020

**“IN GREAT
YARMOUTH
YOU CAN
WATCH IT AND
YOU CAN BE
PART OF IT!”**

Foreword

Great Yarmouth’s cultural landscape is multi-layered ranging from street performance and festivals, to historic buildings and museums, the Broads National Park, the circus and Golden Mile, amusement arcades and mediaeval town walls, giant skies and the finest of sands.

Our Borough is a place that welcomes people and organisations where opportunities to perform, develop and thrive are created by providing support,

making connections, investing in facilities and infrastructure and through collaborations.

Our cultural legacy has grown and shaped over millennia, it defines us and our Borough. We can create the stage that allows culture to be recognised, evolve, enjoyed and engaged with by all.

Great Yarmouth Culture & Tourism Board

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BY 2030, WE WANT THE BOROUGH OF GREAT YARMOUTH TO BE A PLACE WHERE CULTURE AND CREATIVITY ARE VALUED, WHERE IT ENABLES WELL-BEING AND ECONOMIC PROSPERITY. WHERE VISITORS COME ALL YEAR-ROUND TO ENJOY OUR NATURAL AND BUILT ENVIRONMENT AND ENGAGE WITH OUR RICH AND DIVERSE CULTURE.

A Borough shaped by culture for residents and for visitors

Great Yarmouth's cultural landscape is broad and encompasses our society and our values. It is represented in our heritage, our art, our buildings and dance, our folklore and cuisine, our songs and dialect, it is in our customs and our timeless connection with the sea and the land.

Our Borough has a special sense of place and a local distinctiveness which sets it apart as truly unique. This strategy aims to galvanise and secure our Borough's remarkable character by building on its diverse and significant culture and enabling it to support and grow tourism, welcome visitors and strengthen our communities.

We have significant opportunities to harness the many initiatives and investments the Borough is currently experiencing, including the restoration of heritage assets, redevelopment of the Town Centre, the Third River Crossing and multi-million-pound developments on the Golden Mile, and to ensure that culture and tourism are central to this regeneration process.

Culture can inspire people, provide ambition for residents and can steer people towards more positive choices, engaging with others and creating positive pathways for young people. By positioning our cultural offer at the heart of all regeneration activity we will reinforce our unique character and identity, we will empower communities and sustain our local economy.



Covid-19 presents the Borough with a significant challenge. We have robust plans to activate Great Yarmouth's economic recovery. This strategy places culture at the heart of transformation in order to rebuild the Borough as a tourism destination rich in high-quality cultural experiences and opportunities for business and the community. We are responsive and compliant with all Government and scientific policy and advice to combat Covid19 and remain safe.

*Since beginning this work Covid-19 has transformed how we can engage audiences, enable participation and welcome visitors to enjoy our Borough. In order to address challenges as opportunities it is key that our vision has flexibility to evolve against changing advice and public appetite to engage safely.



Time and Place

This Culture, Heritage & Tourism Strategy has been developed against a backdrop of change, adaptation and regeneration. As a community leader Great Yarmouth Borough Council has worked collaboratively with a range of key partners and engaged with local people about their cultural identity and sense of place.

The discovery phase of this Strategy identified a number of strengths, weaknesses, opportunities and threats from listening to a wide range of stakeholders.* High quality and value for money shall be at the centre of our offer.

- A need to further improve and showcase our heritage assets with active preservation.
- A necessity to better showcase the Broads National Park and environmental assets within Great Yarmouth.
- A want to build on our sense of community pride.
- Be proud of our tourism industry and build upon its successes.
- An opportunity to build on our existing track record of festivals and events, The Out There Festival, the Great Yarmouth Wheels Festival, and Maritime Festival to name but a few.
- A desire to ensure the Borough's offer is inclusive to all: businesses, residents, local communities and visitors alike.
- A belief that joined-up partnership working will be key to our success and through strengthening existing relationships with stakeholders and involving local people, we can increase civic pride in the Borough.
- A want to increase visitor numbers and accommodation occupancy throughout the traditional tourist season and beyond to create a year-round visitor economy.

THE VISION

BY 2030, WE WANT THE BOROUGH OF GREAT YARMOUTH TO BE A PLACE WHERE CULTURE AND CREATIVITY IS VALUED, WHERE IT ENABLES WELL-BEING AND ECONOMIC PROSPERITY. WHERE VISITORS COME ALL YEAR-ROUND TO ENJOY OUR NATURAL AND BUILT ENVIRONMENT AND ENGAGE WITH OUR RICH AND DIVERSE CULTURE.



Themes

1. **Infrastructure** – protect and enhance our environments to support culture and tourism, and attract investment
2. **Experiences** – a greater diversity of people experiencing and creating culture in the Borough.
3. **Develop the right Conditions** - to support and sustain culture for all.
4. **Open for Business Year-round** – Great Yarmouth is open 12 months of the year

In delivering our Vision, we will:

- Use culture to help improve and contribute to the health and quality of life for our residents.
- Use our rich and diverse culture as a creative and resourceful driver for tourism and economic growth.
- Put culture at the centre of recovery and regeneration activities.
- Implement positive action and active management to ensure a quality and protected built and natural environment.
- Celebrate, preserve, promote, enhance and share the Borough's culture.
- Establish Great Yarmouth as the UK's capital of circus.

Working collaboratively, the Culture & Tourism Board will:

1. Protect, enhance and value the built and natural environments in order to support culture and tourism and attract investment.
- The **built and natural environments** are fundamental to **creating a sense of place** and contribute immeasurably to the quality of people's lives. The quality of our surroundings fosters well-being and supports the visitor economy. It is essential that through sustained investment, good design and understanding our environment is developed and maintained to nurture and grow tourism, training, employment and pride. Good custodianship will provide a cultural legacy for future generations.
2. Ensure the Borough is known for providing **great experiences** to its communities and visitors - by supporting 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.
3. 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.
4. Develop the Borough into an **all-year-round destination** - by working with partners 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 and increase the overall value of our tourism economy, in order to generate additional employment opportunities.



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Our aim is to achieve nationally significant culture-led transformation of Great Yarmouth with national recognition for the Borough's extensive culture with the purpose of attracting new, more diverse visitors and investment both nationally and internationally working with Visit Norfolk, Visit East of England, Visit England and Visit Britain.

Cross-cutting Themes

Arts and culture for all

Our overarching priority is to ensure that everyone has access to the wealth of experiences provided by taking part in a broad and diverse range of cultural experiences. In particular, we offer support for schools working to address the revised OFSTED framework, which places a much greater emphasis on providing a broad and balanced curriculum for students.

Skills & experience

We believe that taking part in cultural activities enables people to have experiences that are enriching, empowering and provide great opportunities for developing transferable work and life skills. This is particularly important in a rapidly changing world where it is hard to predict future employment opportunities. We support cultural activities that help to develop the creative thinking skills and entrepreneurial approaches that

will enable people to be flexible and adaptable in meeting demands of life and work in the digital age.

Community resilience, health & well-being

There is growing concern nationally and locally about mental health and well-being. Cultural activities are known to have positive benefits in this area by providing positive activities, a secure context in which to explore issues of concern especially to young people as well as opportunities for developing confidence, resilience and strategies for maintaining personal well-being. We seek to foster collaborative partnerships between cultural organisations and agencies working to address mental health and well-being agendas.

Accessibility

There are 11.9 million disabled people in the UK. That's 19% of the population, meaning 1 in 5 of the Borough's customers are likely to have some form of disability. To support visitors, we need to ensure full accessibility for all.



Environmental responsibility

With increased awareness of climate change and environmental damage caused by human activities, there is mounting urgency to find ways to mitigate potential impacts and find ways to develop more sustainable ways to live. Cultural activities can provide powerful platforms to raise awareness and engage communities in debate and collaborative action to tackle environmental issues at a local level. We are seeking opportunities to develop cultural projects with environmental themes and look for ways to link these to local developmental strategies such as the Town Centre Regeneration Plan.

Sustainable tourism

- By encompassing the green economy, sustainable tourism will ensure low impact on the environment and local culture, whilst helping to generate income, employment, and support the conservation of local ecosystems. With some simple and often small interventions, businesses and visitors alike can 'leave no trace' by

adopting environmentally-friendly principles. From litter, waste and recycling to water management and energy efficiency, respect for the environment through the creation of responsible tourism will be at the heart of the Borough's future visitor economy.

Smarter use of technology

Resilient digital connectivity as an enabler of technology, will help people move around, access information, network and do business. With already good 4G coverage, working with partners to deliver a Local Industrial Strategy, the Borough will look to harness 5G and full fibre broadband options along with capitalising on new technology.

Build on our partnerships

We know that to succeed that we need to work in partnership. This is even more critical in this era of scarce resources. We already have successful partnerships in place, but there are opportunities for many more.



How we'll achieve it

Realising these ambitions and delivering landmark change over the next decade requires a strong strategic approach and committed long-term partnership. It would be unrealistic in the current context to predicate a sustained increase in activity based primarily on an increase in regular local authority revenue funding. Nor can it be solely dependent on short-term project revenue funding.

A successful investment strategy will be built on the following key approaches:

- Building a robust and sustainable governance mechanism to ensure that the Culture and Tourism Board can consistently and successfully lead the development of the strategy and continue to shape and implement the Action Plan.
- Securing funding to invest in capital projects that generate revenue streams through various means and provide other long-term benefits, with these combined revenue and capital resources ringfenced to support cultural activity.
- Forming a long-term partnership between the Greater Yarmouth Tourism & Business Improvement Area, Great Yarmouth Preservation Trust, Norfolk Museum Service, Out There Arts (formerly SeaChange Arts), St George's Trust, arts and cultural partners based on shared revenue investment and increased funding leverage into cultural tourism activities and events. These organisations collaborate under the auspices of the Great Yarmouth Culture & Tourism Board.
- Key relevant partners, funders and stakeholders endorse this vision and work together to coordinate funding and investment planning.
- Developing the support of the Borough's residents to create a sense of civic pride. Encouraging them to look after their properties, the Borough and be ready to assist visitors to the area.

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Appendix A of this document contains the policies, statistics and data to place the vision and strategy into a local, regional and national context. The Delivery Plan in Appendix B sets out how partners and stakeholders will work towards achieving the vision and strategy.



Our reputation for fun, our developing arts offer, our circus background, strong heritage offer, growing international population, and the ability to attract international visitors through our port means we are well-served to be a visitor destination all year-round.

To achieve our vision, we are focussed on building our creative capacity by attracting artists to live and operate in the Borough. To do this we are working with our stakeholders to develop schemes to build capital and provide appropriate accommodation for living and working.

We have a rich and significant heritage which has created and formed what is our Borough today. Our vision recognises the importance of heritage and the crucial role it plays in providing a sense of identity and continuity, and for the economic, tourism and well-being benefits it brings. It recognises that heritage can be used to support education, provide recreational activities and create an immense sense of pride within all of us.



Culture, Heritage and Tourism Strategy

OUR PLACE IS YOUR STAGE

APPENDICES

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Policy Context

With the UK's departure from the European Union, the Government has been clear that the UK's visitor economy will benefit from increased international trade. The proposed Tourism Sector Deal set out the UK's ambitions in respect to preparedness for growth. Great Yarmouth will play its part in these national targets:

- Ensuring we have the infrastructure and workforce to deal with the projected 23% increase in visitors (industry commitments on hotel rooms, apprenticeships and mentoring, Government commitments around two new T levels in Cultural Heritage and Visitor Attractions, and Catering, to help deliver the industry workers of the future.)
- Boosting productivity by increasing off-peak visitors (new Business Events strategy and the introduction of Tourism Zones).
- Ensuring we understand, and can cater for, the visitors of the future (creation of data hub, commitment around improving accessibility). The tourism sector has always been at the heart of new technology including some of the world's best-known websites for booking flights, holidays and accommodation.



Local Context

The New Anglia Local Industrial Strategy recognises the strengths and importance of a number of underpinning sectors in the Norfolk and Suffolk economy, including culture and the visitor economy. The New Anglia LEP aims to develop a year-round visitor offer by investing in strategic projects such as attractions, heritage and cultural institutions that also will increase visitor spend.

The culture sector ensures that places are distinctive, with rich history and a sense of purpose and identity, attracting new businesses and investment. 'Place' nurtures and supports thriving economies that are creative, tolerant, enterprising and entrepreneurial. Norfolk and Suffolk's museums, theatres, festivals, concert halls, dance houses and creative spaces play a key role in bringing people together, generating opportunities for community celebration, reflection and learning, whilst also supporting tourism and related small businesses. Truly successful places are always underpinned by a sense of creative vibrancy, a manifestly strong quality of life, and a clear sense of cultural identity.

In terms of local policies and priority-setting, Great Yarmouth Borough Council's Corporate Plan 2020-2025 (The Plan) positions culture and tourism as key drivers for place-shaping as a key theme across its four Corporate Priorities:

- A strong and growing economy
- Improved housing and strong communities
- A quality and sustainable environment
- An efficient and effective council

A Strong and Growing Economy.

The nature of the local economy continues to change, and we will play an active role in creating the right conditions for local businesses to thrive. The Borough's offshore energy industries will continue to grow, and greater numbers of local people will benefit from a vibrant local job market with young people aspiring to access quality jobs. The tourism industry will continue to evolve, creating a year-round visitor economy which generates better-paid jobs in the hospitality sector and contributing to a quality environment. Our cultural offer will be strong and unique, with enhancements made to signage, streetscapes and the setting of key buildings and locations.

Great Yarmouth Borough Council's Economic Strategy (2020-2025) integrates with the New Anglia Local Enterprise Partnership's Local Industrial Strategy, and the Economic Strategy for Norfolk & Suffolk. Drawing directly from The Plan, Outcome 4 of the Economic Strategy sets out regeneration, growth and investment intentions in the context of a thriving visitor economy:

A thriving visitor economy with an extended season beyond the peak summer period.

Traditional tourism remains a bedrock of the economy, with up to 30% of total employment in the Borough reliant on the industry. We are also the third most important seaside resort in the UK and the second largest visitor economy in Norfolk, after Norwich. In order to foster a more resilient, year-round visitor economy, we must create and/or attract new tourism markets to reflect and anticipate consumer trends, such as out-of-season vacationing. We must also capitalise upon our strengths in culture in order to maximise our offer to both residents and visitors.

Economic Strategy (2020-2025)



**ECONOMIC STRATEGY 2020-2025
A STRONG AND GROWING ECONOMY**

In turn, the Great Yarmouth Local Plan: Core Strategy 2013-2030 sets out an agreed set of planning policies which steer and safeguard permitted development. The specifically objective SO5 provides for the aspirations of this Strategy:

SO5 Capitalising on the successes of the local visitor economy by:

- Extending the Borough's leisure/visitor offer by promoting its cultural and environmental assets.
- Using tourism where appropriate as a means to support and enhance local services and facilities, especially in the Borough's primary and secondary villages.
- Securing the provision of high-quality accommodation and support facilities in the Borough to satisfy demands from businesses.
- Enhancing Great Yarmouth's Golden Mile through the expansion of existing attractions and the creation of new attractions.
- Promoting navigational links to the Broads and beyond.

Great Yarmouth Local Plan: Core Strategy 2013-2030



This is underpinned by Planning Policies CS8 Promoting tourism, leisure and culture and CS10 Safeguarding local heritage assets (See Appendix B for the full list of relevant planning policies).

KEY INSIGHTS AND TRENDS



Tourism

Our reputation for fun, our developing arts offer, our circus background, strong heritage offer, growing international population, and the ability to attract international visitors through our port means we are well-served to be a visitor destination all year-round. To enable this to happen our strategy focusses on four key trends:

1. People are taking shorter, but more frequent breaks - using the weekends to bridge the gap between their main vacations. Great Yarmouth will capitalise on this.
2. People are looking for exciting, one-off experiences - especially the young. People are prepared to spend their time and pay for these, from concerts to social occasions to athletic events and quirky experiences during the day or at night. We will provide the opportunities for our visitors to create, share and capture memories through experiences.
3. Culture is a growing tourist sector - we know that cultural activities play a significant role in the regeneration of many towns and cities. This is already happening in Great Yarmouth, and we will promote this sector to enable it to grow further and showcase what's on offer.

4. Business tourism is a significant opportunity - Business tourism is not seasonal and tends to attract a wealthier demographic. We aim to capture this market, even if these visitors are staying for just one night in Great Yarmouth.

The value of tourism to the Borough was calculated as £635,673,728 for 2018, providing 12,622 tourism related jobs that equated to 36.1% of the Borough's employment*. 7.6 million trips were made to Great Yarmouth in 2018, with 6.6 million of these being day trips and 1 million overnight visits*.

East Anglia is the 6th most valuable tourism industry in the UK behind only Greater London, Scotland, Surrey and West Sussex and Greater Manchester. It creates 89,100 jobs, 11.3% of Norfolk and Suffolk's workforce, 7,050 businesses and £2.5 billion of spending on tourism-related goods and services**. It is imperative that the Borough has a clear understanding of what contributes to this success and how Great Yarmouth can capitalise further moving forward.

Tourism for Great Yarmouth is much more than the traditional seaside holiday it is famous for and with a clear opportunity to expand and capitalise on our existing culture, arts and heritage-based offer, it is obvious significant growth can be achieved.

Cultural Activity

To achieve our vision, we are focussed on building our creative capacity by attracting artists to live and operate in the Borough. To do this we are working with our stakeholders to develop schemes to build capital and provide appropriate accommodation for living and working.

We will ensure the right networks and opportunities are in place for artists to build partnerships and access funding in the Borough.

To support this we need to guarantee our conditions are in place and ensure there are continued opportunities for these creatives to work, influence and make a difference across the Borough.

To succeed this needs continued investment, and in order to ensure it becomes sustainable and the creative community embedded in the life of the Borough we will create a clear investment strategy which will require a strong, joined-up strategic approach and committed long-term partnerships.

We want more cultural visitors to come to the Borough of Great Yarmouth, for these visitors to leave us feeling inspired, full of excitement and wanting to promote the Borough to others as a place to visit. We have a bold ambition to capitalise on culture, working in partnership with this sector to create major economic, environmental and social change to enrich the lives of those living, visiting and working in the Borough.

Art and culture contributes £10.6 billion to the UK economy - the UK has a creative economy worth £27bn and culture brings £850m to UK, through tourism, each year. Arts and culture help tackle social injustice - theatres, museums, galleries and libraries are the beating heart of our towns and cities. Not only do they bring prosperity, they bring communities together and make life worth living.

From creating jobs and supporting education to boosting tourism and making weekends fun, public investment in art and culture benefits the local economy and the community.

* Destination Research, Economic Impact of Tourism - Great Yarmouth 2018

** NALEP Recovery Plan 2020



Our World Class Heritage

We have a rich and significant heritage which has created and formed what is our Borough today. Our vision recognises the importance of heritage and the crucial role it plays in providing a sense of identity and continuity, and for the economic, tourism and well-being benefits it brings. It recognises that heritage can be used to support education, provide recreational activities and create an immense sense of pride within all of us.

Our Borough's rich heritage ranges from Roman fortifications which guarded the early estuary to being one of the twentieth centuries foremost holiday resorts. We boast a unique mediaeval street pattern of narrow alleyways (rows) and a monumental town wall which helps to shape Yarmouth's distinct character and provides a tangible connection with our past.

Great Yarmouth's heritage is firmly connected with the sea, a relationship which included being



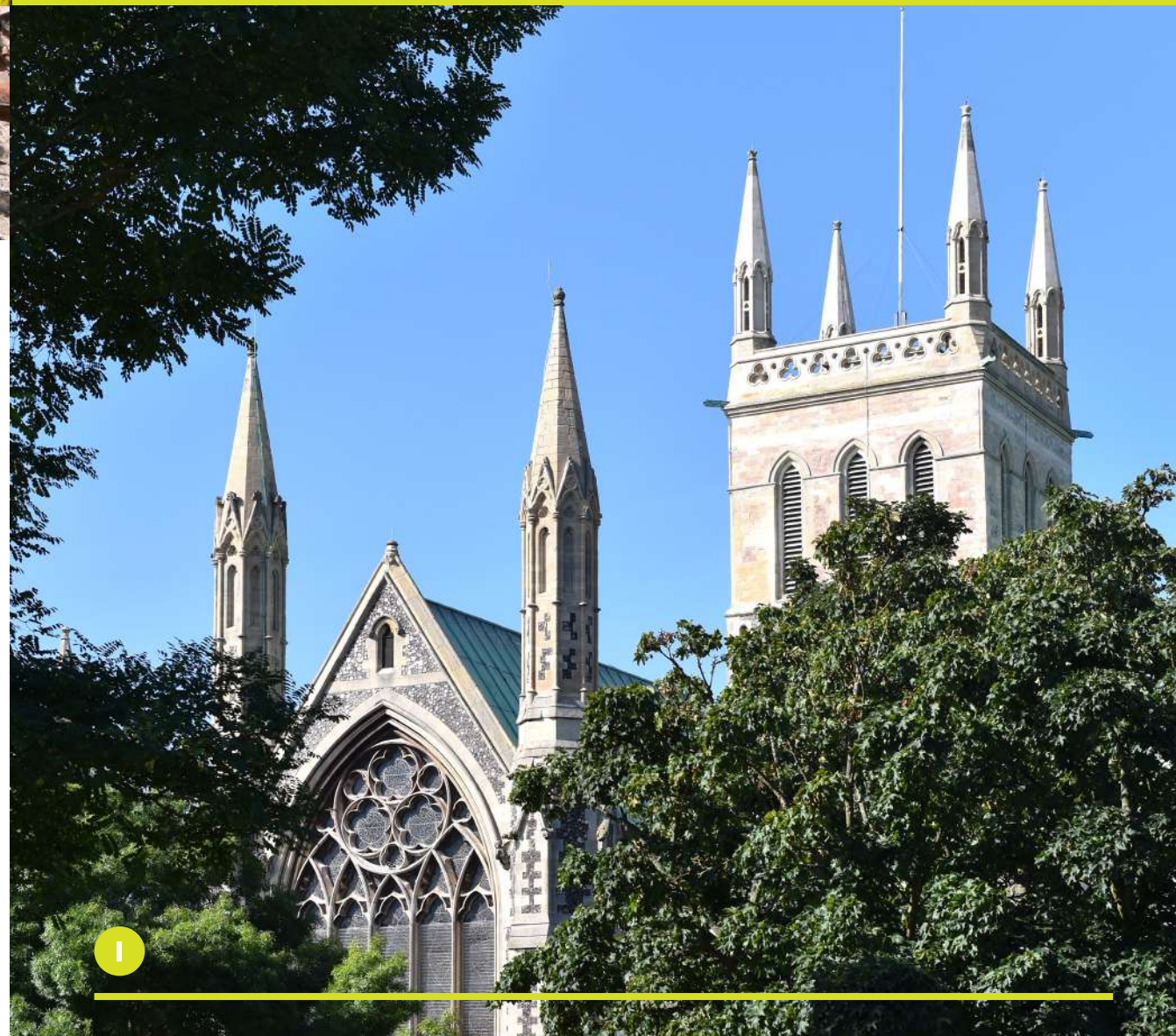
the main herring fishing port on the east coast. Fishing and the ability to cure herring to export around the world, created great wealth and established global trade routes and links, placing Great Yarmouth on an international platform. This has left a legacy which is evident in the buildings, the places and traditions and reflected in our culture

Running in tandem with fishing, trade and the Navy came tourism from the end of the 18th century. Tourism brought another layer in the town's relationship with the sea and our multi-layered heritage.

In the wider Borough our landscape is peppered with mediaeval churches set within a landscape forged through a farming and rural tradition with villages whose names connect us to a Viking past. As with the sea we are proud of our connection with the land and celebrate its customs, dialect, its songs and architecture.

"The Borough has a uniquely distinctive heritage which should be preserved, enhanced and promoted for now and for the future."

"Together these trends all offer the opportunity of a more year-round and evening-led visitor economy."



Heritage is an important part of tourism in England, attracting millions of domestic and international tourists each year. Some tourists visit England primarily to visit heritage attractions, while others take part in heritage activities during visits that are made for other purposes. This in turn supports millions of jobs and contributes to national and local economic growth. Historic England Heritage Counts 2019.

Things people told us

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| <p>The Borough of Great Yarmouth has a long and respected track record in performance and entertainment.</p> | <p>There is a prevalence of architecturally historic buildings which provides for a rich streetscape.</p> |
| <p>Seaside heritage is alive and well and is something to be treasured.</p> | <p>Great Yarmouth town centre is spacious and has enormous potential for revival.</p> |
| <p>The seafront has been well-invested in and is thriving compared to other coastal holiday resorts.</p> <p>Joyland and the Pleasure Beach offer traditional fairground entertainment.</p> <p>The Britannia Pier and Wellington Pier together with the many amusement arcades and visitor attractions in the Borough's coastal resorts provide a wealth of entertainment opportunities.</p> <p>The Borough has an enviable history of being home to holiday camps and parks.</p> | <p>The Borough's cultural offer includes an eclectic variety of experiential venues including the award-winning Tide & Time Museum, Tolhouse Gaol, Elizabethan House Museum, theatre and performances spaces such as Gorleston Pavilion, The Drill House, St. George's Theatre, The Hippodrome, and art space such as Skippings Art Gallery.</p> <p>The Borough is well-served with a variety accommodation providers for visitors; from traditional bed & breakfast, to retro and boutique hotels, national hotel brands, camping/caravan, chalet accommodation, self-catering apartments and eco barns.</p> |
| <p>The traditional seaside food and beverage outlets together with food influences from cultural settlers such as Greek, Portuguese, American and Italian provide residents and visitors with a wealth of choice of restaurants and take-aways.</p> | <p>Investment is ongoing to renew community assets such as the Waterways, Marina Centre and in time, the Winter Gardens.</p> <p>Private sector investment is evident in complexes such as The Edge and Royalty Cinema.</p> |
| <p>As the gateway to the Broads National Park, Breydon Water opens to the sea through the Port of Great Yarmouth with the Rivers Yare, Bure and Waveney all flowing into Breydon connecting the Northern Broads to the Southern as well as access on the River Yare to Norwich and to Oulton Broad and Beccles on the River Bure across Breydon Water.</p> | <p>The mediaeval town wall is a scheduled ancient monument and town's most important heritage asset. Its active maintenance by the Great Yarmouth Preservation Trust is acknowledged by Historic England as ground-breaking and an exemplar of best practice.</p> |

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| <p>Great Yarmouth Borough has a variety of coastal landscapes including wild and unspoilt areas such as Winterton-on-Sea and Hemsby.</p> <p>Long and stretching golden sandy beaches with space to relax. Fully accessible for all, where families can play safely and old, young and everyone in between can unwind.</p> | <p>Evidence of green/renewable energy adorns the horizon like a forest of wind supporting inward investment and growth in supply chain sectors.</p> <p>Marine and technology industries continue to flourish in the Borough and bring with them skills, training and employment and an opportunity to showcase all that the Borough as an entertainment, performance and recreational place has to offer.</p> |
| <p>The market in Great Yarmouth town centre dates back to King John in 1208.</p> <p>The heritage quarter at Hall Quay and South Quay have historical significance.</p> | <p>The Borough has an enviable track record of holding successful public events and street festivals including the Out There Festival, Great Yarmouth Wheels Festival, Filby in Bloom, Martham Scarecrow Festival, Gorleston Clifftop Festival, Great Yarmouth Easter Fair, Summer Fireworks and the Maritime Festival.</p> |
| <p>North Denes Dunes, along North Drive, are designated as both a SSSI (Site of Special Scientific Interest) and SPA (Special Protection Area). The dune system supports a full successional sequence of plants, including the rare rush-leaved fescue and the nationally-scarce grey hair-grass.</p> | <p>The Roman sites of Burgh Castle and Caister-on-Sea were part of a string of forts along what the Romans knew as the 'Saxon Shore', the stretch of coast extending between the Solent and the Wash.</p> |



SWOT analysis

| SWOT Analysis – High Level Stakeholder Workshop, September 2018 | |
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| <p>Strengths</p> <ul style="list-style-type: none"> • Vibrant and passionate communities. • GY has a number of good attractions and assets. • GY is a good geographical base to visit the wider Borough and beyond. • It has a Tourism Business Improvement District. | <p>Weaknesses</p> <ul style="list-style-type: none"> • The town centre offer. • Empty properties (both business and residential). • Transport links especially when roads get congested. • Lack of self-belief. |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Untapped potential of GY's heritage assets. • Need to link everything together – tell the story. • Needs an identifiable brand. • Diversify the offer, think boutique hotels, pop-up shops etc. • Use our beaches more, events etc. | <p>Threats</p> <ul style="list-style-type: none"> • Blurred identity. • Inconsistent messaging about GY. • Lack of funding and investment. • Brexit. |

In summary the following suggestions were distilled in this session:

- Develop a brand for Great Yarmouth, to include Greater Yarmouth, heritage and the wider demographics of Great Yarmouth as an area.
- Maintain and enhance existing assets and to further improve our heritage assets.
- Great Yarmouth's offer must be inclusive to all, including businesses, residents, local communities and our partners.
- Extend the season further to make it a true all year-round offer.
- Joined-up partnership working is key, strengthened relationships with all stakeholders and work with local people to improve their pride in the Borough of Great Yarmouth as an area.

It was clear from the September '18 workshop that there was a wealth of interest and excitement from local partners to come with us on this journey to articulate what it is Great Yarmouth and what the area wants to be known for. The workshop demonstrated a real wish from stakeholders to remain involved and help shape the story of the Borough.



Alignment with Great Yarmouth's Local Plan

[Extract from] GREAT YARMOUTH LOCAL PLAN: CORE STRATEGY 2013 – 2030

SO5 Capitalising on the successes of the local visitor economy by:

- Extending the Borough's leisure/visitor offer by promoting its cultural and environmental assets
- Using tourism where appropriate as a means to support and enhance local services and facilities, especially in the Borough's primary and secondary villages
- Securing the provision of high-quality accommodation and support facilities in the Borough to satisfy demands from businesses
- Enhancing Great Yarmouth's Golden Mile through the expansion of existing attractions and the creation of new attractions
- Promoting navigational links to the Broads and beyond

Policy CS8 – Promoting tourism, leisure and culture

As one of the top coastal tourist destinations in the UK, the successfulness of tourism in the Borough of Great Yarmouth benefits not only the local economy but also the wider sub-regional economy as well. To ensure the tourism sector remains strong, the Council and its partners will:

1. Encourage and support the upgrading, expansion and enhancement of existing visitor accommodation and attractions to meet changes in consumer demands and encourage year-round tourism.
2. Safeguard the existing stock of visitor holiday accommodation, especially those within designated holiday accommodation areas, unless it can be demonstrated that the current use is not viable or that the loss of some bed spaces will improve the standard of the existing accommodation.
3. Safeguard key tourist, leisure and cultural attractions and facilities, such as the Britannia and Wellington Piers, Pleasure Beach, Hippodrome, the Sea Life Centre, the Marina Centre, Great Yarmouth Racecourse, St Georges Theatre and Gorleston Pavilion Theatre.
4. Maximise the potential of existing coastal holiday centres by

ensuring that there are adequate facilities for residents and visitors, and enhancing the public realm, where appropriate.

5. Support the development of new, high quality tourist, leisure and cultural facilities, attractions and accommodation that are designed to a high standard, easily accessed and have good connectivity with existing attractions.
6. Encourage a variety of early evening and night-time economy uses in appropriate locations that contribute to the vitality of the Borough and that support the creation of a safe, balanced and socially inclusive evening/night-time economy.
7. Support proposals for the temporary use of vacant commercial buildings for creative industries, the arts and the cultural sector, where appropriate.
8. Seek to support the role of the arts, creative industries and sustainable tourism sectors in creating a modern and exciting environment that will attract more visitors to the Borough.
9. Support proposals for new tourist attractions and educational visitor centres that are related to the Borough's heritage, countryside and coastal assets, and emerging renewable energy sector.
10. Ensure that all proposals are sensitive to the character of the surrounding area and are designed to maximise the benefits for the communities affected in terms of job opportunities and support for local services.
11. Encourage proposals for habitat-based tourism, especially where

these involve habitat creation and the enhancement of the existing environment, in particular the areas linked to the Broads.

12. Protect rural locations from visitor pressure by ensuring that proposals for new tourist, leisure and cultural facilities are of a suitable scale when considering relevant infrastructure requirements and the settlement's position in the settlement hierarchy, in accordance with Policy CS2.
13. Protect environmentally sensitive locations, such as Winterton-Horsey Dunes Special Area of Conservation (SAC), from additional recreational pressure by seeking to provide facilities to mitigate the impact of tourism. In addition, the Council and its partners will seek to develop a series of 'early warning' monitoring measures which will be set out in the Natura 2000 Sites Monitoring and Mitigation Strategy along with the identified mitigation measures.
14. Support proposals involving the conversion of redundant rural buildings to self-catering holiday accommodation and/or location appropriate leisure activities, particularly where these would also benefit local communities and the rural economy.
15. Support the development of navigational links to the Broads and beyond where possible.
16. Work with partners to improve accessibility and public transport links to make it as easy as possible for visitors to travel to and around the Borough.



Policy CS10 – Safeguarding local heritage assets

The character of the Borough is derived from the rich diversity of architectural styles and the landscape and settlement patterns that have developed over the centuries. In managing future growth and change, the Council will work with other agencies, such as the Broads Authority and Historic England, to promote the conservation, enhancement and enjoyment of this historic environment by:

1. Conserving and enhancing the significance of the Borough's heritage assets and their settings, such as Conservation Areas, Listed Buildings, Scheduled Ancient Monuments, archaeological sites, historic landscapes including historic parks and gardens, and other assets of local historic value
2. Promoting heritage-led regeneration and seeking appropriate beneficial uses and enhancements to historic buildings, spaces and areas, especially heritage assets that are deemed at risk.
3. Ensuring that access to historic assets is maintained and improved where possible.
4. Regularly reviewing heritage designations and designating additional areas, buildings and spaces for protection where justified by evidence.
5. Carrying out, reviewing and implementing Conservation Character Appraisals and, if appropriate, management plans.
6. Designating new Conservation Areas and amending existing Conservation Area boundaries, as appropriate.





Delivery Plan



Arts and Culture



Skills and Experience



Community Resilience



Smarter use of Tech



Accessibility



Environmental Responsibility



Sustainable Tourism



Partnerships

B1

Theme 1: Protect, enhance and value the natural and built environment in order to support culture and tourism and attract investment.

Rationale: *The **built and natural environments** are fundamental to **creating a sense of place** and contribute immeasurably to the quality of people's lives. The quality of our surroundings fosters well-being and supports the visitor economy. It is essential that through sustained investment, good design and understanding our environment is developed and maintained to nurture and grow tourism, training, employment and pride. Good custodianship will provide a cultural legacy for future generations.*

| | Aim | How | Project Partners | Cross Cutting Themes | | | | | | | | Timeframe |
|-----|--|--|---|----------------------|---|---|---|---|---|--|---|--|
| | | | | | | | | | | | | |
| 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"> Develop vision for Seafront. Complete definitive masterplan. Seek funding (Town Deal Investment Plan). Roll out regeneration plan | GYBC GYTABIA NCC | Y | Y | | Y | Y | Y | | Y | Q4 2020 Q2 2021 Deadline TBC |
| 1.2 | Re-purpose the Winter Gardens as a unique visitor attraction on the seafront. | <ul style="list-style-type: none"> Secure funding. Establish operator. Restore the building. Reopen the asset. | GYBC NLHF National Trust Historic England GYTABIA | Y | Y | | Y | Y | Y | | Y | 2024 |
| 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"> Scope outdoor areas. Develop investment plan. Establish phased roll-out of new areas. | GYBC Out There Arts | | | Y | | | Y | | Y | 2021 onwards |

| | | | | | | | | | | | | |
|-----|--|---|--|---|---|---|---|---|---|---|---|-----------------|
| | | <ul style="list-style-type: none"> Promote. | | | | | | | | | | |
| 1.4 | Establish creative workspaces and community hubs to support the right climate for creative entrepreneurs to thrive. | <ul style="list-style-type: none"> Conduct inventory of buildings and assets. Develop business model. Source and secure funding. Deliver workspaces. | GYBC Out There Arts NMS GYPT SGT | Y | | Y | | | | Y | Y | 2021 onwards |
| 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"> Options appraisal of appropriate buildings Detailed development plans and business modelling. Purchase / invest in building[s]. Carry out works. | Out There Arts Hippodrome LEP College/UEA GYBC | Y | Y | Y | Y | Y | Y | | Y | 2020 onwards |
| 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. Repurpose building. Develop information offer. | GYPT GYBC NMS | Y | | Y | | | Y | | Y | Q3 2021 |
| 1.7 | Inject culture and heritage into public spaces, gateways with quality urban design to enhance the Borough's 'sense of place'. | <ul style="list-style-type: none"> Identify and audit public realm land in town centres incl. gateways. Create design brief(s). Seek and secure funding. Implement. | GYBC The Civic Society GYPT Out There Arts | Y | | Y | | | Y | | Y | 2021 onwards |
| 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"> Review play areas. Establish need. Develop asset strategy. Seek funding. Invest and regenerate. | Active Norfolk GYBC The Civic Society NCC | | | Y | Y | Y | | | | Q4 2020 onwards |

| | | | | | | | | | | | | |
|------|--|---|--------------------------------------|---|---|---|---|---|---|---|---|---------|
| 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. • Survey businesses. • Establish types of interventions. • Install interventions and measure. | NCC GYTABIA GYBC TCP | Y | Y | | | Y | Y | Y | Y | Q3 2020 |
| 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"> • Carry out an accessibility audit. • Seek feedback from users. • Prepare design. • Identify funding • Install. | GYBC NCC | Y | | Y | Y | Y | Y | | | 2021 |



Arts and Culture



Skills and Experience



Community Resilience



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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 | How | Project Partners | Cross Cutting Themes | | | | | | | | Timeframe | |
|-----|---|--|--|----------------------|---|---|---|--|--|--|---|-----------|--------------|
| | | | | | | | | | | | | | |
| 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"> Design performance spaces Develop an attractive Artists Collective package of support Create funding streams Integrate Circus and Street Performance into key events Promote | Out There Arts GYBC Hippodrome GYTABIA | Y | Y | | Y | | | | Y | Y | 2021 onwards |
| 2.2 | Support entrepreneurs to access creative skills and training opportunities in inspiring creative workspaces and community hubs. | <ul style="list-style-type: none"> Conduct skills gap analysis and assess demand. Develop business model. Source funding. | GYBC Out There Arts NMS | Y | | Y | | | | | Y | Y | 2021 onwards |

| | | | | | | | | | | | | |
|------------|---|--|---|---|---|---|---|---|---|---|---|--------------------|
| | | <ul style="list-style-type: none"> • Make application. • Deliver training opportunities. | GYPT SGT | | | | | | | | | |
| 2.3 | Develop experiential trails that navigate through the borough highlighting cultural assets such as the proposed 100 trees / 100 sculptures project | <ul style="list-style-type: none"> • Develop project[s]. • Seek funding. • Include as part of wider regeneration proposals. | GYBC GYPT NMS NCC Civic Society | Y | Y | Y | Y | | Y | Y | Y | 2021 onwards |
| 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). | <ul style="list-style-type: none"> • Identify viable events with partners. • Secure funding. • Plan, facilitate and deliver events. | GYTABIA GYBC GYPT AN Out There Arts | | Y | Y | Y | Y | Y | | Y | 2021 (and ongoing) |

| | | | | | | | | | | | | |
|-----|--|--|---|---|---|---|--|--|--|--|---|-----------------|
| 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"> • Seek the communities' view of creating physical activity events. • Develop physical activity outreach programme. • Collaborate with health sector partners. | AN GYBC ACE Out There Arts CCG / PCNs NPH | Y | Y | Y | | | | | Y | Q4 2020 onwards |
| 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"> • Map opportunities for production and technical training / apprenticeships • Build a base of skilled tutors • Attract cohorts of artists • Extend existing training to higher levels • Build partnerships with industry • Deliver formal accreditation | Hippodrome SGT Venues Holiday Camps College Out There Arts | Y | Y | Y | | | | | Y | 2021 onwards |



Arts and Culture



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Community Resilience



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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 | How | Project Partners | Cross Cutting Themes | | | | | | | Timeframe | |
|-----|---|--|--|----------------------|---|---|---|---|---|---|-----------|---------|
| | | | | | | | | | | | | |
| 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. | <ul style="list-style-type: none"> Undertake research to identify how tourism businesses can be winter proofed. Create and market an all-year round programme of events and activities. Devise a winter programme. Roll out programme. | GYBC GYTABIA NMS GYTCP Access Community Trust | Y | | Y | Y | Y | Y | Y | Y | Q2 2021 |
| 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"> Lobby for Tourism Zone. Work-up business case. Apply for Zone. Roll -out initiatives. | NALEP VEE GYBC GYTABIA | Y | Y | Y | Y | Y | Y | Y | Y | TBC |
| 4.3 | Create and deliver a dynamic Destination Management Plan that | <ul style="list-style-type: none"> Agree and amplify a place-based brand. | GYTABIA | Y | | Y | Y | Y | Y | | Y | |

| | | | | | | | | | | | | | |
|-----|---|--|--|---|---|---|---|---|---|---|---|---|-----------------|
| | 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"> • Conduct research to identify emerging needs and opportunities. • Develop and agree a Destination Management Plan. • Design and deliver a destination management plan to include targeted marketing campaigns. | GYBC NMS Out There Arts GYPT | | | | | | | | | | Q4 2020/21 |
| 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"> • Create on-brand campaigns (to promote the culture of the borough) • Identify communication tools. • Scope and recruit influencers. • Identify key target audiences. • Implement and promote tools. | GYBC GYTABIA Hippodrome | Y | Y | Y | Y | Y | Y | Y | Y | Y | Q4 2020 onwards |
| 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"> • Apply to fund local projects. • Develop a programme plan. • Deliver out-of-season events programme. | Norfolk CC GYBC GYTABIA Out There Arts | Y | Y | | Y | Y | Y | Y | Y | Y | Q2/3 2020 |

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