



GREAT YARMOUTH
BOROUGH COUNCIL



GREAT YARMOUTH
GORLESTON AND BRADWELL
TOWN INVESTMENT PLAN

INTRODUCTION

In early 2020, the Government invited Great Yarmouth and Gorleston to convene a private sector-led Town Board to develop a Town Investment Plan. This is separate – but complementary to – our Future High Streets Programme and will form the basis of our negotiation of a Town Deal with the Government to release significant investment to accelerate regeneration and address barriers to inclusive economic growth and recovery from the impact of the Coronavirus pandemic.

The Town Investment Plan has been developed by the Town Board, which brings together strategic place leaders, investors and entrepreneurs, academics and creatives with a long history of partnership working. It represents an ambitious, collaborative response to deliver our shared vision:

This process has been driven by systematic community and enterprise dialogue – the well-supported Our Place is Your Stage campaign which put residents, businesses and other stakeholders centre stage in shaping local priorities. The Investment plan also synthesises a range of key

learning, best practice, contemporary data, new and established partnerships, and technical studies. The Board has used this wealth of information and insight to identify our key local strengths and challenges, brought together under four themes.

“Our residents and communities are at the heart of our ambition to realise a vibrant and inclusive coastal economy that builds upon our successes and our strengths in clean energy and culture, capitalises upon our natural assets, heritage and attractions and responds to emerging cultural and technological challenges. Working collaboratively and collectively, we will use Towns Funding to catalyse wider investment, enhance and accelerate the growth and structural rebalancing of our economy and realise transformational changes to drive aspiration and pride-in-place”.

THE THEMES



1. Growth, Regeneration and Business Development



3. Arts Culture and Tourism

Under each theme, specific capital projects or interventions have been carefully formulated to unlock and amplify inclusive economic growth, create jobs and increase the range opportunities for all. Each of these responds directly to our collective understanding of local barriers, builds upon successes to date, forges links with current and emerging projects and embeds key learning, best practice and detailed technical studies. The delivery of focused, co-ordinated strategic regeneration in Great Yarmouth is needed now



2. Skills and Aspirations



4. Connectivity and Sustainability

more than ever – and, at the heart of these changes and our vision, are the aspirations of individuals and communities who will no longer feel left behind. The Town Investment Plan is an integrated growth and regeneration framework that decouples growth from environmental harm and provides enhanced routes to economic inclusion; positive economic, social and environmental outcomes for residents and enterprises across the whole Town. It comprises ten immediate investment priorities – for which Town Deal funding will be sought – and ten wider investment ambitions, many of which we hope to progress with Future High Streets funding and other partnerships.

STRENGTHS

- Globally competitive renewables supply chain with huge potential for growth;
 - One of the most successful Enterprise Zone projects in the UK with significant inward investment already realised within the Energy Park;
 - A strong maritime sector and infrastructure with a deep-water harbour,
- river berths and new investment secured for a Third River Crossing to improve connectivity to key growth sites;
 - Underutilised waterfront land assets and sites near public transport gateways suitable for commercial and residential development.

CHALLENGES

- Land value and development viability are a barrier to realising inward investment and regeneration;
 - Areas of high deprivation, correlating with skills/education, income, unemployment and health outcomes;
 - Whilst Gorleston-on-Sea is relatively resilient, the vitality and health of Great Yarmouth town centre has been declining, as reflected in footfall and commercial vacancy rates;
- The need to balance the availability of both higher-quality, more-aspirational housing stock and affordable homes to meet the needs of all residents;
 - A traditional economic reliance on certain forms of seasonal employment associated with tourism;
 - low enterprise birth rates and high five-year enterprise mortality rates, indicating a less-vibrant entrepreneurial economy.

WHAT SUCCESS LOOKS LIKE

- I. Great Yarmouth is a vibrant, entrepreneurial coastal Enterprise Town: attracting new businesses and human capital by investing in physical business development infrastructure and wraparound support to provide pathways to higher-value jobs and economic inclusion.
- II. Growth of the clean energy sector is capitalised upon to create local opportunities: capital works have been brought forward to create the conditions required to catalyse further inward investment into key sites and build a more resilient local economy.
- III. Key regeneration projects are progressed: focusing on underutilised sites – particularly where they correspond to transport links and population centres – that rebalance the residential/commercial mix, support residential densification and increase the availability of both higher-quality, more-aspirational stock and affordable homes to meet the needs of all residents.

A new operations and maintenance (O&M) campus and business incubator on the Great Yarmouth Energy Park

Summary Unlocking and enabling further inward investment by the energy sector and provision of a low-risk local base for energy sector start-ups, relocations and growing businesses

Project value £20,266,019 **Town Deal funding sought** £3,950,000

▼ **£3,950,000**
£20,266,019



Land assembly for the strategic regeneration of North Quay through private sector-led mixed-use redevelopment

Summary Unlocking and de-risking private sector regeneration and redevelopment of a key, underutilised gateway site

Project value £7,600,000 **Town Deal funding sought** £5,100,000

£7.6 **£5.1**
Million **Million**

Unlocking and enabling inclusive, transformational economic growth, investment and regeneration, improving infrastructure and housing to unleash the Town's full economic potential for all our residents.



THEME 2 - Skills and Aspirations

STRENGTHS

- Well-defined and established clusters in clean energy and maritime with huge potential for sustained growth and employment;
- Significant investment in demand-led skills infrastructure and provision, including the £11m East of England Offshore Wind Skills Centre.

CHALLENGES

- Current workforce/skills shortages and future pressure points in our key growth sectors;
- Residents are less successful at accessing higher-paid jobs in the Town, with earnings lower than those of inward-commuters;
- Low aspiration and a traditional reliance on certain forms of seasonal employment associated with tourism;
- Attracting and retaining young people, graduates and higher-skilled individuals to and within the Town.

THEME 2 - Skills and Aspirations

WHAT SUCCESS LOOKS LIKE

- I. Education and skills opportunities enable our residents to reach their full potential: long-term, basic and higher skills provision that raises aspiration, provides an enhanced route to economic activity/inclusion and clear progression pathways for careers in our growth sectors.
- II. The conditions for sustained growth and prosperity are realised: the visibility of, accessibility to and engagement with learning is maximised to establish Great Yarmouth as a town which nurtures, attracts and retains younger and higher-skilled people to work and live with an inclusive economy that drives ambition and aspiration.



A new Great Yarmouth Learning Centre and University Campus to provide an enhanced route to economic activity and support growth sectors

Summary Enhancing skills capacity and economic/social inclusion for residents and meeting the current and projected workforce requirements of local growth sectors and employers

Project value £10,465,543

Town Deal funding sought £7,500,000

◀ **£7.5 Million**
£10,465,543

Maximising the local visibility and accessibility of education and skills pathways to enhance employability for people of all ages and backgrounds and reflect the current and future needs of our key growth industries.

STRENGTHS

- Enduring appeal as a holiday destination with a high-value visitor economy;
 - A nationally-significant historic townscape, built environment and physical heritage;
 - Potential to broaden and de-seasonalise tourism activity around maritime history,
- attractions, coastal assets and the Town's established status as the UK's capital of circus;
 - Potential to extend creative capacity, building on a vibrant, well-established cultural/artistic offer

CHALLENGES

- Cyclic, seasonal nature of visitor economy and associated opportunities for enterprise and employment;
- Addressing poor or unsympathetic design in some areas of the public realm;
- Enhancing 'sense of place' to attract and retain human capital, recognising the critical role it plays in providing a sense of identity, continuity and pride-in-place.

WHAT SUCCESS LOOKS LIKE

- I. New tourism markets created and/or attracted and catered for: attractions that cater for multiple market segments, fostering a higher-quality, more resilient year-round tourism market servicing out-of-season vacationing, improving the offer to visitors and residents and sustaining the growth and vitality of the economy.
- II. Cultural infrastructure and capacity developed: enhanced wrap around cultural provision and clear pathways to careers in the creative sectors to a) drive growth by consolidating the Town's reputation as the UK's capital of circus, alongside a vibrant arts, performance and cultural ecosystem and b) maximise the accessibility and appeal of culture to residents and visitors.
- III. Local heritage and the built environment capitalised upon: active collaboration with other organisations and the wider community to preserve, interpret, capitalise upon and enhance local heritage, fostering an improved sense of place.

Capitalising upon and growing our rich heritage, arts and culture, recognising the crucial role that it plays in our sense of identity, our economy and our ability to provide a compelling destination for people to live, work and play.

Restoration and sustainable re-purposing of vacant historic buildings

Summary The selective enhancement of key heritage assets to support culture and tourism and drive wider local regeneration

Project value £1,401,900 **Town Deal funding sought** £626,900



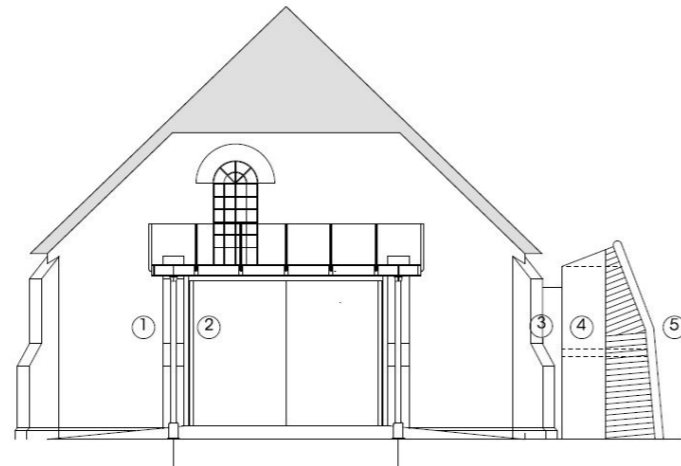
£1.4m
£626,900 ◀

Restoration and adaptation of the historic Ice House building as a National Centre for Arts and Circus

Summary Building cultural capacity and consolidating the Town's reputation as the UK's capital of circus, tied into local arts providers and curriculum of the proposed Learning Centre and University Campus

Project value £1,440,000 **Town Deal funding sought** £1,000,000

£1.4 **£1.0**
Million ▶



Restoration and commercial re-purposing of the iconic Winter Gardens as a year-round Seafront attraction

Summary Capitalising on a key heritage asset to create and service new market segments, broadening the leisure offer for residents and visitors and enhancing the resilience of the visitor economy

Project value £16,052,151 **Town Deal funding sought** £4,075,000



£16,052,151
£4,075,000 ◀

STRENGTHS

- Local infrastructure and public spaces would support a modal shift from short car journeys to cycling, walking and green transport;
- Improved rail services and new rolling stock have improved connectivity with Norwich and other regional centres;
- New investment secured for a third river crossing will reduce congestion and improve connectivity to the Port and other key employment sites;
- The Port and deep-water harbour have clear potential to drive trade and further investment.

CHALLENGES

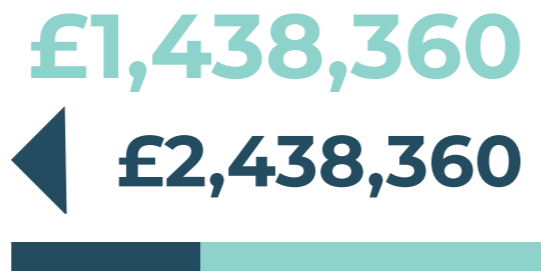
- Highway connectivity is constrained by the Town's relative remoteness and the limitations of the A47, in particular;
- Whilst wayfinding has been significantly improved, transport termini and onward pedestrian connectivity need further improvement;
- Permeability between centres of population, employment and leisure and between the main two commercial poles – the Town Centre and Seafront – adversely impacts commerce;
- Whilst Gorleston-on-Sea is relatively resilient, the vitality and health of Great Yarmouth town centre has been declining, as reflected in footfall and commercial vacancy rates;
- High likelihood of overall digital exclusion and ensuring that our communities and workforce have the skills to make the most of emerging digital technologies.

WHAT SUCCESS LOOKS LIKE

- I. Strategic integrated transport measures realised: transport infrastructure is enhanced to improve physical connectivity to the town and with centres of population, commercial areas and attractions, including improvements to the A47, completion of the Third River Crossing, upgrades to the rail station and bus terminus at Market Gates.
- II. Points of arrival and permeability are improved: key town gateways and pedestrian corridors, such as the station, are enhanced and pedestrian permeability, connectivity and wayfinding is improved, driving daytime and evening footfall, particularly between the Town Centre and Seafront.
- III. Enhanced provision and integration of green transport: e-scooters/microvehicles introduced to displace local car journeys and improve accessibility between transport nodes, centres of population, commercial areas and attractions; the accessibility/safety/coverage of cycling/walking routes and EV charging points is maximised.
- IV. Digital inclusion and digitalisation extended: the impact of technological disruption on commerce and individuals is anticipated and capitalised upon to improve digital connectivity and accessibility, realising a more inclusive economy and improving the distribution of information and services to residents and visitors.

Green mobility: enhancement of Seafront to Town Centre connectivity

Summary	Implementing two key schemes to connect the two commercial poles of the Seafront and Town Centre with new and enhanced cycling and walking routes		
Project value	£2,438,360	Town Deal funding sought	£1,438,360



Enhancing physical and digital connectivity to and within the Town to support sustainable economic growth and enable residents and businesses to respond to and benefit from emerging technologies.

Improved public wayfinding and sustainable connectivity

Summary	Selective enhancement of wayfinding, triangulation, environmental quality and functional coherence in the public realm to drive permeability and footfall and foster a positive sense-of-place		
Project value	£1,100,000	Town Deal funding sought	£750,000

Physical enhancements to the rail station gateway to improve the accessibility and attractiveness of a key point of entry for commuters and visitors

Summary	Capitalising on recent improvements to rail services to improve a key commuter/visitor gateway, enhancing physical connectivity and reducing congestion at a key location in partnership with Abellio Greater Anglia		
Project Value	£202,180	Town Deal funding sought	£150,000

Smart Deployment of Enhanced Digital and Connectivity Infrastructure

Summary	Enabling digital transformation across business and enterprise, skills and education, green initiatives and sustainable travel to enhance the visitor experience and reduce digital exclusion		
Project value	£205,130	Funding secured/pending	£190,130



THE TOWN DEAL BOARD



CHAIRMAN
HENRY CATOR

Proprietor – Cator & Co, Deputy Lieutenant for Norfolk, High Steward of Great Yarmouth.

Henry has lived in Norfolk all his life and has worked as a land agent for over 30 years. A former managing partner at the Norwich office of Francis Hornor & Son, he was subsequently chairman of a development consultancy firm until deciding to launch his own company in spring 2007.

Henry is the High Steward of Great Yarmouth, having taken up office in October 2013 and he was previously High Sheriff of Norfolk for 2012-13. He is Chairman of the Association of Drainage Authorities and Broads Internal Drainage Board and a Trustee of the Royal Agricultural Society of England.

He was Chairman of the Royal Norfolk Agricultural Association for 10 years and was honoured to be their President for 2009. Henry was awarded an OBE in Her Majesty The Queen's 2008 Birthday Honours List for his services to the community in Norfolk.



VICE CHAIRMAN
CHRIS SARGISSON

Chief Executive, Norfolk Chambers of Commerce

As a local entrepreneur, Chris was appointed as Chief Executive of Norfolk Chambers of Commerce in June 2017. Chris is a disruptive entrepreneur with over 25 years' experience within the digital start-ups and consulting.

His organisations use tech to revolutionise and reengineer traditional business models to improve the customer experience. He grew a previous start up to achieve a multi-million-pound turnover followed by a successful sale and exit.

He worked in the 1990s shaping Norwich Union Direct before leaving to set up and launch its4me plc, one of the UK's most successful online car insurance brokers and major Norwich employer. Chris also created House Revolution, one of the UK's first online estate agencies, alongside running his own business consultancy practice which has helped organisations of all sizes across the UK.

District Council



Cllr Carl Smith, Leader, Great Yarmouth Borough Council



Cllr Trevor Wainwright, Leader of the Labour Group, Great Yarmouth Borough Council



Sheila Oxtoby, Chief Executive Officer, Great Yarmouth Borough Council



Robert Carrier, Chair, Bradwell Parish Council

County Council



Cllr Barry Stone, Chair of Infrastructure and Development Select Committee, Norfolk County Council



Ceri Sumner, Director, Community, Information and Learning, Norfolk County Council



Jan Holden, Head of Libraries and Information, Norfolk County Council

Local Enterprise Partnership (LEP)



Julian Munson, Head of Enterprise Zones and Innovation, New Anglia LEP

National Government



Rt Hon Brandon Lewis CBE MP, Member of Parliament for Great Yarmouth



Hugh Sturzaker MBE, Chair, Civic Society of Great Yarmouth



Lyndon Bevan, Chair, Greater Yarmouth Tourism and Business Improvement Area (GYTABIA)

Communities

Business Improvement District (BID)

Anchor institutions



Stuart Rimmer, Chief Executive Officer and Principal, East Coast College



Dr Catherine Richards, Principal, East Norfolk Sixth Form College



Prof Laura Bowater MBE, Associate Dean, Enterprise and Engagement, University of East Anglia

Arms-length bodies and other non-governmental organisations (NGOs)



Simon Gray, Chief Executive Officer, East of England Energy Group



Peta Denham, Flood and Coastal Risk Manager, Environment Agency



Cllr Bernard Williamson, Chair, Great Yarmouth Preservation Trust



Sean Coghlan, Head of Rural Markets, Homes England



Lucy Hogg, Head of Communities, Voluntary Norfolk

Other private investors and developers



Terry Staff, Market Director for the East Region, Barclays UK plc



Julie Pears, Development Director, Ellandi LLP



Jack Jay, Producer, Hippodrome Circus



Richard Goffin, Port Director, Peel Ports Group



Joe Mackintosh, Chief Executive, SeaChange Arts

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