



**SCARBOROUGH**  
BOROUGH COUNCIL

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**Business Case Approval Record for  
Wildeye**

**Summary Document Submission Date  
24 March 2022**

## DOCUMENT CONTROL

<b>Author</b>	
<b>Owner</b>	Regeneration
<b>Date</b>	30 May 2022
<b>Version</b>	V2

## DOCUMENT APPROVALS

		<b>Date</b>
<b>Appraisal completed by</b>		20 Jan 2022
<b>Financial checks completed by</b>		20 Jan 2022
<b>Capital Working Group Assessment</b>		20 Jan 2022
<b>Regeneration Programme Delivery Board Decision</b>		25 January 2022
<b>AGREED:</b>		
1. The Board accepts the Wildeye Business Case with the condition: i) Review of the BCR to the satisfaction of Financial Officer ii) The project compiles Subsidy Control advice		
2. Further reassurance that Procurement Strategy meets Public Procurement prior to the issue of the grant agreement		
The Board recommends that the council approves the submission on the Summary Document for the Wildeye		
<b>Cabinet acceptance of RPDB recommendations and permission to submit Summary Documents</b>		15 Feb 2022
<b>Or ICM acceptance of RPDB recommendations and permission to submit Summary Documents</b>		
<b>Town Deal Board endorsement of Business Case</b>		14 Feb 2022

## SUBMISSION OF SUMMARY DOCUMENT

		<b>Date</b>
<b>Town Deal Board Authorisation</b>	David Kerfoot	<b>18 Mar 2022</b>
	Chair	
<b>SBC Authorisation</b>	Nick Edwards	24 Mar 2022
	Section 151 Officer	
<b>Date of Submission</b>		24 Mar 2022

WILDEYE BUSINESS CASE HAS BEEN UPDATED IN RESPONSE TO RPDB  
CONDITION 1i

MAY 2022 VERSION BUSINESS APPENDED TO THIS REPORT.

## Item 8

# Scarborough Town Deal Board

Wildeye Business Case Summary

## 1 PURPOSE OF THE REPORT

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- 1.1 This report presents the Business Case for Wildeye Scarborough to the Scarborough Town Deal Board. The Group should consider whether to support the acceptance of the Business Case and the submission of the Summary Document to the Department of Levelling Up, Housing and Communities.
- 1.2 The project, originally listed as Scarborough Nature Tourism in the TIP, has evolved during the project development stage. The Towns Fund offer for Scarborough was £20.2 million, as opposed to the £25 million ask, and as a consequence the Wildeye was allocated £1.4m compared to the TIP allocation of £1.88m. The outputs were adjusted accordingly and three pieces of art will be delivered. One piece of art is being delivered under the accelerated Towns Fund funding. The project development also saw the inclusion of 'experiences' associated with the education and interpretation of the wildlife and art. These developments were included in the project confirmation which was submitted and accepted by MHCLG (now DLUHC).
- 1.3 This report provides commentary on the Business Case as presented.

## 2 BACKGROUND

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- 2.1 Wild Eye will combine nature observation, marine environmental and seafood experiences and world-class artworks installations at three additional locations in Scarborough. These sites have been selected following explorative conversations between Yorkshire Wildlife Trust, development partners, stakeholder organisations, and representatives of local communities.
- 2.3 The Yorkshire Wildlife Trust are the project lead and will deliver the project in partnership with Invisible Dust, SeaGrown Ltd and Rob Green Chef Consultant. A grant agreement will be entered into with Yorkshire Wildlife Trust.

### 3 BUSINESS CASE SUMMARY

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- 3.1 The overall business case is reasonable. YWT employed consultants to support the development of the Business Case. Regeneration and Financial Officers have provided feedback on early drafts.

#### Strategic Case

- 3.2 The Strategic Case is fair and uses previous experience of YWT in the region to support the Case for Change. Social and economic indicators set the context for the need for economic growth in Scarborough. The document states that despite the fact that there is a high degree of natural marine assets in the local area the promotion and tourism market is underdeveloped and had potential to make a strong contribution to the local economy. YWT point to the impact that a scheme has had in East Yorkshire to back up their arguments.
- 3.3 The Strategic Case states that the locations were selected in order to reach a wide audience. The capital investment will be used to create world class pieces of art and viewing platforms as a focal point for events and educational days. Additional capital investment, in equipment as such cameras and information signs will be used to enhance the experience.
- 3.4 The Project states that it contributes towards the Town Investment Plan by opportunity to creating a foundation and developing a nature tourism market within the region which supports the funds core objectives to drive economic change, transformation, and productivity, investing in land use, economic assets, skills, enterprise, and infrastructure.
- 3.7 The document gives a reasonable explanation how it contributes to a selection local, regional and national strategies
- 3.8 Stakeholder engagement is reasonably strong, partly due to the Accelerated Towns Fund funding.

#### Economic Case

- 3.9 The options appraisal is detailed in the economic case and preferred option is justified against the critical success factors.
- 3.10 The BCR for this case is quoted as 9.81. This value is exceptional high. Benefits are indirect and legacy benefits are included. The method needs to be reviewed prior to the submission of the Summary Document.

#### Commercial Case

- 3.11 Much of the information required for a sound commercial case is provided in the appendices. A Procurement Strategy is provided in the document. The principles of which were discussed with SBC's Head of Procurement. A justification for the custom artistic selection process would need to be provided to ensure that this is compliant. YWT has a clear scheme of delegation.
- 3.12 Service level arrangements are in place with partners and these present clear terms of engagement. Two of the partners are commercial entities and reassurance should be sought that funding will not be used to subsidise commercial operations and public access is provided.
- 3.14 Agreements with land owners are not in place for two of the proposed locations. This will need to be made a condition of the funding agreement.

### The Financial Case

- 3.11 The methods used demonstrate an affordable scheme. However future operational costs should also be included. Contingency is set at 8% which feels low for a scheme at this stage of development. The project sponsors have committed to manage overspends and there is the possibility to reduce future costs by scope management without impacting considerably on Towns Fund outputs.
- 3.12 It is proposed that the ownership of the art remains with the artist. The artist will remain responsible for maintenance and insurance for the pieces of art and have to make good if the pieces of art are removed. This principle has been established in the Accelerated Towns Fund project.
- 3.13 A grant agreement will be entered into between SBC and YWT. Payments will be made in arrears on a quarterly basis. YWT have demonstrated that they have the financial robustness to be able to service this project.

### Management Case

- 3.14 The Management Case uses YWT established practices and is fair.
- 3.15 YWT will be the lead in the plan and much of the project governance is dictated by their practices and procedures. Monitoring arrangements are in place.

## 4 RECOMMENDATIONS

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- 4.1 The Board is requested to consider the Business Case for the Scarborough Wildeye and this report recommends that:
- 1) Endorse the Business Case for the Wildeye subject to
    - A satisfactory review of the value for money calculations prior to submission of the summary document.
    - The project sponsor confirming there are no issues in relation to subsidy control
    - Clarify the commercial arrangements for the procurement of sole providers to ensure compliance
    - Land owner consents must be in place for the release of funding towards artistic elements
    - Designs and locations of the artwork are approved by the relevant authorities and supported by the Town Deal Board;
  - 2) That the Summary Document is prepared and Scarborough Towns Deal Board Chair signs the document on behalf of the Scarborough Towns Deal Board;
  - 3) Support submission of the Summary Document to Department of Levelling Up, Housing and Communities.

## 5 ADDITIONAL INFORMATION

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- 5.1 Wildeye FBC and appendices.



# **Wild Eye Green Book Business Case**

**Scarborough Town Deal Fund**

**May 2022**

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## Executive Summary

Scarborough was awarded £20.2 million through the Towns Fund in March 2021 as part of a £3.6 billion levelling up programme by the government seeking to support long term economic recovery, growth, skills development and critical infrastructure regeneration.

Wild Eye was adopted as a priority project in Scarborough's Town Investment Plan, with responsibility for delivery for specific objectives and outcomes, supporting reconnection with nature, development and enhancement of the nature tourism market, and a coherent nature trail.

Wild Eye is designed to connect, enhance and improve access to blue and green spaces in Scarborough, creating a focal interlaced trail with multiple venues, allowing residents and tourists to engage with natural spectacles, events and experiences, focusing on building a new foundation over three key venues;

Marine Drive - will focus on improving the visibility of harbour porpoise, where Scarborough hosts one of the greatest nearshore viewing opportunities in the country with a year-round resident population and a site that functions as a nursery ground and calving area. Wild Eye will install an artistic nature viewing platform, improving viewing opportunities, providing shelter to support extended dwell times and enhancing visitor experiences with free telescopes, interpretation materials and digital media.

SeaGrown – working in partnership with SeaGrown Ltd, this venue will create a nature tourism hub within the harbour functioning as a centralised information and experience point for residents, visitors and specialist nature tourism tourists. Promoting the UK's first offshore seaweed farm, this element will create an education and meeting room to support group visitation, create a public viewing platform with views over the harbour and marine drive, install live cameras on the offshore seaweed farm linking back to a digital display on the harbourside and promote local marine low impact, sustainable and artisan businesses. This will be completed by a 'Slow Fish' experience programme focusing on delivering a series of events combining seafood taster events with specialist talks and presentations on North Sea marine life, our local fleet and fisheries sustainability.

The Cinder Track – will focus on enhancing this existing green corridor and interlinking the Wild Eye venues into a coherent trail, through the introduction of a Mass Participation Public Artwork installation (MPPA). This will introduce a series of 25 sculptures across a 5.5km trail, installing a series of permanent sculptures along the Cinder Track from Falsgrave to Peasholm, complemented by a series of temporary sculptures installed at regular intervals from Marine Drive, to the Harbour, the High Street and Station. This trail will support increased use and access of the Cinder Track and encourage the use of all the Wild Eye venues as an experience extended over a full day.

### Impact summary

Delivery of the full Wild Eye programme over the three venues would utilise £1.4m of Town Deal funding to realize economic benefits of £3.67m and an ROI of £2.54, establishing a new foundation for Scarborough's nature tourism market and delivering long-term sustainable economic growth.

## The Strategic Case

Provides a clear understanding and defined Case for Change, outlining the nature tourism market potential for Scarborough, and highlighting multiple case studies with quantified benefits from comparable towns which have invested in similar nature tourism schemes. The case summaries the market need and potential for Wild Eye, justify the level of intervention and requested scale of investment.

The Case evidences how Wild Eye will meet the specific TIP objectives and outcomes assigned to Wild Eye as a priority project, encouraging deeper connections with our natural assets (Objective 5) and its wider contributions to TIP Objectives including; Station to Shore for a modern high street (2), the realisation of the potential of the Harbour (4) and delivers a range of events and festivals (6). Further Wild Eye will deliver the specific outcome creating over 5.5km of new arts and nature trails.

## Economic Case

A long list of 10 options were assessed and appraised by the project team against the Wild Eye programmes core objectives. These appraised single site and double site combinations, scaled modelled, and full investment. All single site options were discounted due to a lack of addressment of Wild Eye and TIP objectives. A 50% reduced scale model was discounted due to the inability to fund the programme, lack of impact and insufficient return on investment.

A short list process was undertaken to assess economic, socio-economic and performance against Critical Success Factors. The dual site option for the Marine Drive and Cinder Track combination was discounted due to poor delivery, limited engagement and limited economic impact.

Five options were progressed to a full value for money appraisal, delivering either partial or full benefits, impacts and engagement levels. Option 9 – Three Venue, Full programme delivery was identified as the preferred option, supporting delivery of three key nature tourism installations, interlinked nature trail development and significant return on investment. This Option would realise economic benefits of £3.67m and an ROI of £2.54.

## Commercial Case

The commercial case details Yorkshire Wildlife Trust procurement frameworks, delivery processes and assurance mechanisms. The Trust will employ a dedicated project manager who will utilise our in-house project management framework, which is based on Prince2 practices. All procurement processes will align with Scarborough Borough Council routes and thresholds.

Where possible early contractor, or sub-contractor engagement has been undertaken to inform the accuracy of figures and contract formats have been developed as fixed price quotations to alleviate risks. Key project elements including nature and artwork infrastructure installations tenders have been designed as fixed-price contracts to include all cost – design, planning, installation, maintenance and decommissioning, with minimum lifespan requirements.

## Financial Case

The project has identified a need to invest £1,399,038 (including contingency) to realise the project and its benefits. This will utilise £546,247 in 2022/23, £494,565 in Year Two 2023/24 and £358,226

in Year Three 2024/25.

A clear financial case has been presented allocating and justifying each element of spending for the project. As a charity, The Trust evidences clear non-revenue generating costs for the internal delivery elements and development partner delivery. Competitive processes for commercial elements have been outlined which will provide an excellent cost-effective value for money.

The Trust outlines its financial capacity and resourcing, financial risks and mitigations, outlining our robust financial management and contingency mechanisms, demonstrating sufficient capacity to cashflow the project and manage staged payments.

## Management Case

As one of the largest NGO charities in the country Yorkshire Wildlife Trust has an assured series of processes to ensure effective delivery, facilitation, management, monitoring and evaluation of the Wild Eye programme.

Project roles, responsibilities and decision-making processes are clearly explained and defined. Our internal governance structure with complementary project-specific additions are detailed and accountabilities are outlined.

A Strategic Governance Group will meet on a quarterly basis comprising of YWT senior leadership team members, the Wild Eye project manager and an Invisible Dust Director. This Group will provide strategic oversight for progress, expenditure, recruitment and process compliance. Further this group will develop and approve tender briefs and manage key sub-contractor appointments.

An Officers working group will meet on a monthly basis, comprising all direct and indirect project staff, development partners and by invitation sub-contractors. This group will be led and coordinated by the Wild Eye project manager, and ensure programming and coordination against milestones, event planning, document development and minor contractor appointment, draft scopes of work and manage workflow and delivery timelines.

A Public Advisory Group will also be introduced meeting on a monthly basis, providing a platform for key local partners and actors to input site selections, final designs and provide community perspective and feedback.

## Summary

- Wild Eye will create a 5.5km nature and arts trail over 3 key venues in Scarborough.
- A £1.4m investment will realise economic benefits of £3.67m and an ROI of £2.54.
- The programme will actively engage existing and new tourists and residents through its In-Programme and Legacy elements.
- Wild Eye will support and promote 140 local businesses.
- Accessibility to green and blue space will be improved allowing residents and tourists access to a guided coherent multi-stop circular nature trail.

## An Introduction to Wild Eye

Yorkshire Wildlife Trust, Invisible Dust, SeaGrown Ltd and Rob Green Chef Consultant are collaborating to create *Wild Eye* – an ambitious programme to develop a new nature-culture tourism market in Scarborough Borough. Wild Eye will combine nature observation, marine environmental and seafood experiences and world-class artworks installations.

Imagine the coming together of world-leading artists, conservation scientists and artisanal sustainable local businesses, working together with communities to create a unique nature tourism offer. People will travel from across the UK and internationally to visit Scarborough for its unique nature, wildlife, and cultural spectacles.

### Town Investment Plan

Wild Eye was a priority project identified with the Scarborough Town Investment Plan, leading to the inclusion and adoption of objective 5 'Encourage deeper connection with our natural assets'. Contributing and supporting the realisation of multiple of the strategic outcomes, Wild Eye will provide new tourism, jobs, increase revenues, enhance blue and green spaces, and build a new sustainable nature tourism market for Scarborough focused on nature experiences and spectacles. Interlinking with the Harbour regeneration, town centre and railway station, Wild Eye is accountable for delivery of the direct outcome for creating over '5.3km of new arts and nature trails'. The creation of key nature tourism venues, and introduction of a circular nature trail will also contribute to wider objectives including, Station to Shore for a modern high street (2), the realisation of the potential of the Harbour (4) through our complementary SeaGrown and Slowfish elements, and deliver a range of events and festivals (6).

### Wild Eye Venues

Wild Eye will focus on three venues as focal points for a nature tourism trail within Scarborough. These sites have been selected following explorative conversations between Yorkshire Wildlife Trust, development partners, stakeholder organisations, and representatives of local communities.

**Marine Drive:** A spectacular artist-designed porpoise viewing platform, acting as a focal point for nature tourism in Scarborough, alongside citizen wildlife science. The sea-facing location gives many opportunities to link arts and nature activities with local engagement activities and events. Interpretation will take the form of physical and digital, creating a viewing platform to observe marine mammals and free public telescopes.

**SeaGrown / Scarborough Slow Fish:** A series of wildlife cameras, a viewing platform, and artist commission, at the sustainable seaweed farm. Infrastructure developments will include the creation of venues to support STEM (Science Technology Engineering and Maths) opportunities for local young people and families. We will run scientific and nature cross-over events, seafood taster evenings, talks, experiences like a monthly 'café scientific' and seafood experiences.

**The Cinder Track:** The installation of a Mass Participation Public Art sculpture series, including a series of permanent sites on the Cinder Track and temporary sites to connect Wild Eye venues in a circular trail through Falsgrave, Peasholm and the Castle Ward. We will link with cycling and walking initiatives including for people with disabilities. The Cinder Track commission will include working

with the artist, local schools and community groups on wildlife and arts events and support individual well-being through connection with nature.

## Programme Development

Since June 2021 and submission of our outline business case further refinement and development of the Wild Eye programme has occurred with key improvements including;

- The refinement of Wild Eye to a circular nature trail, interlinking Marine Drive, Harbour, Town Centre, Railway Station, Cinder Track and the Castle Headland, designed to improve reach and accessibility.
- The progression of the Cinder Track proposal to a Mass Participation Public Artwork series, which will allow for the introduction of multiple artwork structures, strategically and regularly placed over 5.5km.
- The inclusion of funding for a nature tourism business support contractor to assist businesses to access and market to the new nature tourism market, and local accreditation scheme.
- The expansion of the SeaGrown and Slowfish components into full project elements, increasing SeaGrown's contribution to become a dedicated marine nature tourism and focal venue for the project. And expansion of the complementary Slowfish events programme, to support further marine tourism and experiences beyond the harbour, affording opportunities to deliver events within the wider Scarborough town area and associated hinterland.

## The Partners

### Yorkshire Wildlife Trust

For over 70 years, we have been protecting Yorkshire's wildlife and wild places. We work across land and sea; from hills and valleys, to beaches and city streets. Wherever you are in Yorkshire, you're only approximately 20 miles from one of our nature reserves - wild havens on your doorstep where you can connect with nature.

Yorkshire needs a recovery of wildlife on land and sea and we do four main things:

1. We manage and restore over 100 nature reserves across Yorkshire and actively work to create new wild areas and wildlife corridors.
2. We protect the incredible species that call Yorkshire home, by understanding what they need and creating spaces where they can flourish.
3. We inspire people, especially children, to experience wildlife, and enjoy it.
4. We campaign to protect and restore Yorkshire's irreplaceable natural heritage.

Now more than ever before, we need a society where nature matters. We inspire thousands of children, families, and individuals every year; helping them to connect with their local wildlife through events and engagement programmes.

## Invisible Dust

Invisible Dust brings together leading artists and scientists to create exciting works of art. Through art, we help people connect emotionally with climate change. We make the invisible visible.

We are working towards the following strategic aims:

1. Make Thought Provoking Art: Work with artists and scientists to create thought provoking art.
2. Grow Sustainable Policy: Encourage adoption of local to international sustainability policies.
3. Diversify Climate Conversation: amplify voices less heard in climate change conversation.

Invisible Dust has been delivering work in Scarborough since 2017. Local projects include 'Garden to Garden' with South Cliff Gardens Heritage Lottery Programme, 'Strata' exhibition at Scarborough Museum and 'Encounters' with Whitby Library as part of the James Cook 250th anniversary festival.

Our large-scale projects reach audiences in excess of 1 million, and our partners include Coventry UK City of Culture 2021, the Sydney Environment Institute, and the United Nations Development Programme.

Invisible Dust will take a lead role in Wild Eye, procuring world-class artists to create key functional nature viewing artwork installations.

## SeaGrown Ltd

SeaGrown was founded by Wave Crookes and Laura Robinson in January 2018, as the UK's and North Sea's first offshore seaweed farm. Having secured Crown Estate licensing and permission, SeaGrown hold a 25 hectare license for offshore seaweed farming and have invested in specialist workboat and processing infrastructure to become the UK's largest seaweed farming operation. As pioneers in a new emergent offshore aquaculture field and identified UK priority development area SeaGrown are bringing new unique products to market, with a sustainable net-zero business ambition and broadscale market appeal having drawn regional, national and international media interest.

## Rob Green Chef Consultant

A professional and specialist seafood chef with over 30 years experience, Chef Green is the former owner and head chef of the award-winning seafood restaurant Green's of Whitby. Former National Seafood Chef of the Year and a current UK Chef Ambassador for Seafish, Chef Green is now a professional consultant. He focuses on product and recipe development, also operating a seafood street food and pop-up restaurant 'Hook & Catch'. Chef Green led on the dish development for the regional Yorkshire Signature Seafood series, creating a range of accessible dishes which were promoted and linked to over 80 local hospitality venues across Yorkshire. Further, through Signature Seafood Chef Green ran a series of training events and sessions for local chefs to upskill them in fish preparation in partnership with North York Moors National Park Authority, East Riding of Yorkshire Council, and the Holderness Fisheries Local Action Group.

# 1. Strategic Case

This business case has been prepared in line with requirements set by the Department of Levelling Up Housing and Communities. The development of the business case follows best practices guidance as provided in Town Deal documentation and the 'Green Book 2018'. As per this guidance and recognition of the value of the Wild Eye project as small, the business case is scaled and proportionate.

## Summary of the Case

1. Scarborough is heavily reliant on its tourism sector, but traditional seaside tourism is in decline.
2. Low pay and high unemployment are common features of seaside life in Scarborough.
3. Scarborough Borough is home to incredible natural assets, which are largely unrecognised and are not marketed.
4. Investment in nature tourism infrastructure has large economic multiplier effects
5. Investment in cultural activity underpins the regeneration strategies of many coastal towns
6. Outdoor culture and nature activities have a strong evidence base for positive wellbeing impact on local communities
7. The Wild Eye programme outlines the case for strengthening nature tourism as a standalone market offer
8. This will provide the foundation for a long term sustainable tourism offer with significant social and economic benefits.

## Purpose of the Proposed Investment

The Towns Fund have been delivered as part of the levelling up agenda seeking to stimulate economic growth and recovery at targeted regions throughout the country. The fund seeks to drive economic change, transformation, and productivity, investing in land use, economic assets, skills, enterprise, and infrastructure. Scarborough Borough Council secured a £20.2 million award from the Towns Fund, underpinned by a strong Town Investment Plan (TIP). As a region with a strong cultural presence and wealth of nature assets, Scarborough chose to include the Wild Eye project within its Town Deal portfolio as an opportunity to create a foundation and develop a nature tourism market within the region.

Scarborough has spectacular wildlife embedded within the town which is currently under-promoted and inaccessible, including opportunities and experiences with resident marine mammals, rare birds, endangered species, and a significant marine environment offer. These have the potential to create huge national and international tourism appeal and represent an untapped and underdeveloped regional market for Scarborough and North Yorkshire. Wild Eye will develop these nature tourism opportunities and experiences, providing the foundation for an improved market and offer.

The ambition of Wild Eye is to reconnect the Town with its natural assets. We will link nature viewing infrastructure and focal points, with artworks and experiences. They will engage the existing Scarborough tourist demographic, but also create a new draw for nature and culture driven visitation. Focusing on 3 key venues – Marine Drive, SeaGrown and The Cinder Track – we will develop viewing platforms, nature artwork, cultural engagement and food experiences.

The project is proposed by Yorkshire Wildlife Trust, in partnership with Invisible Dust, SeaGrown Ltd and Rob Green Chef Consultant.

## Nature and Culture Tourism – Existing Market

Scarborough was the first UK seaside resort and known for being the largest resort town along the Yorkshire coast. Its economy is reliant on the fishing and service industries, although more recently digital and creative industries have also contributed heavily to its economy. Scarborough is the most visited area outside London by British holidaymakers, with 97% of all trips to the town made by British holidaymakers. Welcome to Yorkshire, a Wild Eye supporter, have confirmed their most recent figures for tourism show that 226,000 jobs are employed in the tourism industry in Yorkshire and that it contributes £9 billion to the regional economy.

Scarborough has significant national natural assets – spectacular wildlife on its doorstep including porpoises; one of the largest breeding colonies of common seals in the UK; rare birds including goshawk and short eared owl; and endangered animals such as pine martens. None of these have ever been significantly promoted as an attraction for tourism in the Borough. The United Nations World Tourism Organisation (UNWTO) shows nature tourism growth at 20% p.a. but Visit England research suggests that only a very small proportion of visitors select Scarborough Borough for wildlife related activity. The visitor economy is dependent on the summer season and orientated towards low spending day trips. A Yorkshire Tourism Board survey (2010) found that our 'seaside' sector was the least enjoyable visitor offer in the region. There is a significant growth opportunity.

We know that investment in cultural activity can support economic regeneration and diversification of tourism. For example, the Hastings regeneration strategy states:

*'Tourism has always been vital to the economies of seaside towns. The decline of traditional seaside tourism in the UK has meant the need for new ideas and strategies. History, heritage and landscape have been part of these strategies for some time and will always be a great draw for visitors, particularly from overseas.'*

In 2015, there were 12.07 million domestic overnight trips in *England* that involved Arts, Culture & Entertainment activities, 12% of the total, with spending of over £3.3 billion (17% of all spending on domestic overnight trips). These are trips where this activity was undertaken at least once (Visit England Report).

Welcome to Yorkshire see new employment and economic opportunities for Nature and Cultural tourism in the recovery from Covid 19. This is based on Leeds Beckett University research (ICRT 2010, 2019) showing that with modest investment in nature viewing facilities and marketing, the Nature Tourism economy in eastern Yorkshire grew from £9m in 2010 to £24m in 2018. Further growth potential to £42m by 2025 is predicted.

Yorkshire Wildlife Trust have a strong track record in nature tourism leadership. The business case for Wild Eye is built from research at nature sites in East Yorkshire, where YWT research shows that investment in nature assets draws in visitors from a much wider area (72% visiting Bempton solely to see wildlife) whilst 48% of visitors to Flamborough Cliffs (poor facilities) are staying locally (YWT, Leeds Beckett University). The initiatives brought into this business plan are also informed by international examples such as on the Varanger peninsula in Norway which has developed a similar successful model based solely on bird migration, placing a series of low cost, but architecturally



award winning wind shelters for nature tourists along its route, who transit between venues, incentivising them to stay in specific areas and this model could fully complement longer term aspirations across the North Yorkshire Coastline.

Wild Eye will provide the foundation and springboard for development of a comparable nature tourism market in Scarborough, amplifying the impact and realising the tourism potential of its nature tourism assets.

Britain's coastal towns face several challenges. For example, the Social Market Foundation's report in 2017 found that low pay and high unemployment were common features of seaside life in Scarborough, along with poor health and educational attainment. This context will have only been made more acute during the ongoing global pandemic. The borough has a larger than average older population, with 31.3% over 60 compared to the 22.4% average for England. 22.4% of the population live with a limiting long-term illness in (17.6% England average – 2011).

Wild Eye will focus community engagement work in the Castle Ward which is in the 1% most deprived in the UK ([IMD](#)) and has a population of 8,800. There is a mix of traditional fishing families who have lived in the area for generations and an influx of people newly arrived, either from outside of the UK or displaced from other places across the country. Hence the demographic profile is shifting. There is a strong sense of community in the older generations that live in this area with key local assets such as the Maritime Heritage Centre, run entirely by volunteers, celebrating the history of fishing and this area's connection to the sea. The primary school brings together an otherwise disparate community of young families, many of whom have migrated here.

Scarborough is ranked as the most deprived area in North Yorkshire, and encompasses 85% of the county's most deprived residents. The population is estimated at 108,736 and projected to remain stable until 2025. Scarborough has a higher than average older demographic with ~27% of its population classified as in old age or retirement, and 53% of residents are within the 20 – 65 age range of active workers.

Whilst the boroughs employment rate is in line with national averages, weekly earnings (£398) are considerably below national averages (£451), considered a consequence of seasonal tourism's influence, where 47.3% of regional employment was reliant on tourism businesses. National estimates for regions with this demographic of work and income level suggest an average of 42% of income is spent on food and housing, with disposable income ranging between 9 – 20% of income<sup>1</sup>.

Obesity and healthy lifestyle choices vary within the Scarborough borough region, with 19% of adults classified as inactive (less than 30 minutes of physical activity per week), whilst childhood obesity is above the national average (28%). Approximately 60% of all mortalities in the region are attributed to circulatory, cancer or respiratory diseases and the borough also has a higher than national average rate of mental health problems (16%), which cumulatively indicate challenges in the health, well-being and activity levels within some areas of the borough. A study by White et al. (2019) identified that spending time in nature, on nature trails and in local greenspaces considerably improved the mental health and well-being of individuals, with significant improvements achieved at 120 minutes per week, reaching peak gain at up to 300 minutes / 5 hours per week, with accessibility to these spaces a key driving factor.

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<sup>1</sup> ONS Family spending in the UK March 2018 to March 2019. [www.ons.gov.uk](http://www.ons.gov.uk)

In the UK 4% of all holidays include some element of wildlife engagement or interaction, deemed 'Nature Tourism'. Estimates suggest 80 million annual day visits are attributed to Wildlife Watching<sup>2</sup> with over 10% located around England's coastlines and coastal resorts. Building on this market, multiple locations have established a dedicated nature tourism offer focusing on seasonal events, migrations, or resident nature spectacles. For example, the development of a bottlenose dolphin tourism market in the Moray Firth has been estimated to have created 200 jobs, drawing in 52,500 overnight visitors and contributing an additional £4m million per annum to the local economy.

The Yorkshire tourism sector is worth an estimated £9bn to the region, accounting for 9% of employment - supporting an estimated 224,000 jobs - with the region attracting 129 million tourism day trips, 10.5 million domestic overnight trips and 1.4 million inbound tourism trips<sup>3</sup> per year. Whilst Yorkshire has classically attracted visitors for its unique and expansive landscapes, sea cliffs and coastal waters, the current nature tourism market is comparatively passive, small and under promoted. An assessment of Eastern Yorkshire, estimated 266,000 visitors p.a. engage in varying degrees of nature tourism, generating direct spend of £6.5 million, with overall value of £9.5 million to the local economy<sup>4</sup>. The direct link and cross over between nature tourism and established eco-tourism & adventure tourism markets means there is a substantial opportunity to expand and develop this market.

A 2016 visitor survey for North York Moors National Park Authority identified that the majority of visitors were drawn from the North East and Yorkshire & Humber (71%), and mainly comprised of either families (41%) or couples (37%). The survey also confirmed that nature (72%) and unspoilt scenery (83%) were key driving factors for visitors in holiday choice. Crucially 33% of visitors identified wildlife as a priority for destination choice. Furthermore 22% of overnight visitors used digital technology to support their stay and choice of activities.

Similarly, a study of coastal tourism undertaken by the East Riding Council defined a visitor average spend of £50.47 for overnight stays and £39.59 for day tourists<sup>5</sup>. 56% of tourists were repeat visitors and 43% of visitors travelled from beyond a 2-hour radius. A needs analysis highlighted that 64% were engaged with wildlife or had chosen their destination due to wildlife attractions, evidencing a clear market demand. In addition, Cianga & Popescu (2013) determined that integrating green and wild space into urban tourism developments increased dwell time and played an important role in aesthetic perception.

The RSPB Bempton Cliffs reserve is a regional exemplar of nature tourism success, where their 6 viewing platforms and visitors centre attract over 100,000 visitors per year. An assessment of the sites wider economic impact in 2010 estimated that indirect visitor spend into the local economy was £754,190<sup>6</sup>, and based on their 2020 footfall this figure will now be over £1.5m.

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<sup>2</sup> Natural England (2012) Monitor of engagement with natural heritage

<sup>3</sup> Tourism data report Yorkshire and Humber region (2019) Welcome to Yorkshire

<sup>4</sup> ICRT (2010) The economic potential of nature tourism in Eastern Yorkshire

<sup>5</sup> Tourism Accommodation Study (2016) East Riding of Yorkshire Council

<sup>6</sup> RSPB (2010) The local value of seabirds: estimating spending by visitors to RSPB coastal reserves and associated local economic impact attributable to seabirds. The RSPB, Sandy, UK.

Scarborough Councils 2020 tourism strategy identifies key priorities to stabilise, increase and improve the resilience of the regional economy.

Annual tourism income is estimated to contribute £837.1 million to Scarborough borough and priorities have been outlined to support indicative growth at a target 4% per annum. Key needs highlighted include; increase visitor stay duration, over-night stays, spend per head and year-round occupancy levels through strategic development of the tourism market within the Borough.

Nature and wildlife tourism is specifically identified as a key growth theme to support the realisation of this market development and identified as strategically important. With clear requirements and initial actions referenced to; make nature tourism more accessible, identify key partners to facilitate, create more refined nature tourism experiences and progress opportunities to expand an out of season residential market.

Wild Eye will create a new year-round destination tourism market. Laying the foundations for long-term development and longevity, we will create a series of foundation sites to establish Scarborough Borough as a nature tourism destination.

### Nature and Culture Tourism - Wild Eye Transformation

Wild Eye is a programme of cross sector collaborations to grow connections between people and nature in Scarborough Borough. The programme is focussed on developing a nature-culture tourism market. It brings together conservation scientists, artists, and private business to create unique nature focused infrastructure and experiences within the landscape.

Wild Eye refers to the ability to view local wildlife in a new way whether digitally or in person promoting responsible and sustainable enjoyment of the natural environment. It combines the successful track record of The Wildlife Trust's in forming nationally recognised tourism initiatives such as the 'Yorkshire Nature Triangle' with Invisible Dust's experience of attracting international audiences to their high quality environmental artistic commissions.

Domestic Nature Tourism is a growth market, where national leaders such as Scotland have quantified the economic impact of developing and enhancing their opportunities, creating a £65 million annual market. Specialist tourists are more likely to spend increased amounts than generalists, with wildlife tourists noted for their affluence in pursuit of their interests<sup>7,8</sup>. Significant consideration and evaluation has been undertaken to profile tourists at a range of geographic scales, and various classification systems confirm that tourists seeking a specific nature event or spectacle will invest more and are categorized as high-level spenders<sup>9</sup>.

Viewing natural spectacles and events is seen as a premium experience. A series of national hotspots in the UK has allowed a variety of high-profile experiences to be developed marketed around rare species, or spectacles, which act as a foundation and anchor experience leading to market development.

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<sup>7</sup> Higginbottom, K. (2004). *Wildlife tourism: impacts, management and planning*. Victoria, Australia: Cooperative Research Centre for Sustainable Tourism.

<sup>8</sup> Hoyt, E. (1995). *The Worldwide Value and Extent of Whale Watching: 1995*. Bath, UK: Whale and Dolphin Conservation Society

<sup>9</sup> Spotts, D.M. & Mahoney, E.M. (1991). 'Segmenting visitors to a destination region based on the volume of their expenditures' *Journal of Travel Research*, 29 (4), pp.24–31

Wild Eye will develop a series of viewing opportunities at Marine Drive, The Cinder Track and within the harbour at SeaGrown to create a series of nature tourism focal points and venues. These will be used as the foundation for promoting a nature tourism market and experiences, attracting new more affluent specialist tourists, and enhancing the experience of our existing tourist demographic. The sites will be used as venues with broadscale interpretation, engagement, community events, artworks, and experiences to provide a focal point, increasing dwell time, repeat visitation and spend per head.

To build the market and support spill-over to ancillary businesses, a specialist advisor and business support package will also engage and link with indirect businesses facilitating training, support, and materials to allow them to promote to the nature tourism market and attract a wider customer base.

Wild Eye provides cross-cutting support and interlinks with a range of the Town Deal initiatives. The SeaGrown project is embedded within the harbour, attracting international regard as the UK's first offshore seaweed farm, strongly linked with the focused regeneration of West Pier and development of more diverse local food and drink business. Our Scarborough Slowfish elements with Rob Green will promote local businesses with high marine environmental and sustainable credentials as a standalone tourism experience and activity, encouraging visitors to engage with the marine environment, local business and seafood. The proposed Cinder Track mass participation artwork trail can interlink with venues at the cricket club, castle, harbour, high street and train station, providing opportunities for joint and consistent messaging about the influence of outdoor space, mental health, and well-being.

### **Venue One – Marine Drive**

Scarborough hosts one of most accessible viewing opportunities for harbour porpoise in the UK, with a resident population residing off Marine Drive offering year-round visibility. Comparable sites in Scotland have created dedicated markets and followings, leading to long term secure nature tourism markets with strong repeat visitation, spend and extended stay durations.

A 2018 report on the West Coast of Scotland whale watching tourism estimated that in 2015 this sector had a direct return of £2.3 million, generating a further £3.7 million of indirect revenue. This economic impact and level of targeted nature tourism has been built up, following targeted and strategic investment in a series of venues around the coast. A comparable venue at Chanoary Point in the Moray Firth introduced basic facilities and infrastructure, with cliff top parking, viewing scopes, seating and regular community events facilitated, which supports regular year round tourism and generating destination tourism to the region, with an estimated impact £3.5 million per year. Similarly the Whale and Dolphin Conservation (WDC) created a visitor centre in an isolated rural community in Spey Bay in Scotland, regenerated over a number of years the centre now welcomes over 95,000 visitors per year, based on shore watching opportunities, and high quality interactive engagement and interpretation materials.

The marine drive shore based viewing opportunity presents one of the most significant nature tourism anchor venues for new market development. Scarborough's current market base comprises of 2-3 non-dedicated charter vessels offering ah-hoc nature viewing trips and two interpretation boards fixed on marine drive. The height of the marine drive sea wall is a barrier to engagement as viewing for children and young people is impaired due to the structure's height, and the volume of footfall means stationary viewing and prolonged watching, using standard tripods can be problematic.

This unrecognised opportunity provides an ideal location to develop a spectacular viewing structure which will act as a focal point for nature tourism in Scarborough, alongside supporting an established citizen science wildlife data recording programme led by Yorkshire Wildlife Trust and the Seawatch Foundation. An informal facebook page operated by the local Seawatch representative has attracted 44,000 followers and reaches over 500,000 people per year. Social media team have reviewed the current impact of this page and context, and estimate that if supported by small level paid promotion and targeted context use of two - three media platforms this reach could be built to over 2 million.

Marine drive provides an opportunity to engage and excite local people about wildlife, with spectacular focal opportunities for almost guaranteed viewings of porpoise, regularly numbering in their tens. With potential to view feeding, logging, mating behaviours alongside recognition of the site as a nursery and calving ground, marine drive is considered one of best opportunities to see porpoise from the shore in the UK. As Marine Drive is already a standalone feature and attraction, drawing a large proportion of Scarborough's 7 million tourists per year, the site has significant scope to draw in passing footfall as well as targeted nature tourists. Elements we propose to develop at this venue through Wild Eye include:

- The creation of a dedicated platform providing improved and raised viewing opportunities, affording a degree of shelter and seating. This will increase accessibility, provide a focal venue for accessible viewing and will be designed sympathetically to account for the constraints of the marine drive walkway.
- The installation of dedicated high quality public viewing scopes, improving opportunities for public and passing footfall viewing.
- The installation of interpretation materials, providing information on species, physiology, behaviours, conservation and management, and then wider STEM content including QR code links to educational commentary, hydrophone recordings of porpoise clicks and whistles and underwater video footage.
- The delivery of a series of community seawatching events and creation of an annual festival, designed to act as a key focal event drawing in a concentration of nature tourists.
- Marketing and promotion materials, key imagery and videos will be captured and utilised to build upon the current reach and online following to raise awareness and develop recognition.
- Based on previous experience of porpoise watching event delivery on marine drive we estimated engagement with 500 people per event, and to operate 5 per year over the Wild Eye programme, equating to 7,500 in total.
- We assume all marine drive footfall can be attributed to passive engagement during the Wild Eye programme once installed due to proximity of the viewing platform and the Marine Drive walkway.

The creation of the marine drive Porpoise Platform will introduce a new and centralised venue to promote and build Scarborough's resident porpoise population as a key viewing attraction for nature tourism regionally and nationally. It will offer improved visibility for all visitors and complementary

infrastructure to make the viewing experience easy, comfortable, and enjoyable. Marketing and promotion of the venue will build the reach and following and kick-start Scarborough's reputation as a high-quality marine mammal viewing venue.

## Venue Two – SeaGrown & Slowfish

### *SeaGrown*

Marine tourism represents one of the largest market sectors in the UK, with access to blue spaces a key driver for the sustained demand experienced in coastal towns throughout the country. The drivers for marine nature tourism are numerous and can span from interests in specific charismatic megafauna, through to general interest and associated health benefits. The Trust has significant experience in delivering an encompassing range of marine projects covering marine pollution, marine conservation, water quality through to seafood and sustainability. As a component of Wild Eye detailed and agreed within our outline business case, we have developed and strengthened our proposals for marine nature tourism associated with seafood, sustainability and marine experiences into a more coherent package, based on community consultation, with these elements improved to yield greater programme impact. The demand from specialist nature tourists is for refined packages which link informed and specialist accommodation providers, venues, experiences and services. Through Wild Eyes development we foresaw a market gap for a centralised venues on the seafront to operate as a focal venue to service these tourists, with SeaGrown's Southern Star vessel the optimum opportunity to support an information hub and defacto visitors centre, with capacity to accommodate school groups, high visitor footfall and promote local artisan businesses. The creation of this hub falls outside of SeaGrown's commercial seaweed farming business model and the proposal outlined in detail below will be free to visit and support open access, with costs based on recovery for service delivery without income generation.

The development of the UK's contemporary seaweed industry is in its infancy with SeaGrown Ltd the first licensed offshore seaweed farm in the UK. SeaGrown has pioneered this emergent sector in the UK, securing and developing the UK's first offshore seaweed farm, licensing a 25 hectare area 4 miles offshore from Scarborough, North Yorkshire. Utilising a custom anchoring system this approach allows for primary seaweed cultivation in the open North Sea with a setup robust enough to operate in these exposed conditions. A 2016 review of the UK industry estimated production levels at 2,000 - 3,000 dry tonnes per year from artisanal scale wild harvest collection and storm casts attributed to 15 small medium enterprises, predominantly operating from the Outer Hebrides, Orkney, Shetland Islands, Northern Ireland and South Wales<sup>10</sup>. Once operating at full capacity, the SeaGrown site has pessimistic production potential of over 400,000 tonnes per annum (wet weight - based on validated yields from the Norwegian GENIALG project). This represents a 70 fold increase in UK production potential and would address current supply chain limitations to meet demand where SeaGrown can evidence a substantial industrial market and customer base.

The tourism opportunity which SeaGrown represents is significant, as a pioneering business with net zero credentials and fully sustainable seafood products which offer wider ecosystem services through its functions in oxygen production, as a finfish nursery and in carbon capture. This model is attracting considerable media interest, with national and international level engagement on BBC, ITV and Channel 4. However SeaGrown's current infrastructure is not keeping pace with public interest and tourism demand, with their current focus on operational delivery. SeaGrown have introduced

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<sup>10</sup> Capuzzo E. and McKie T. (2016) Seaweed in the UK and abroad -- status, products, limitations, gaps and CEFAS role,. CEFAS contract report FC0021

and installed a 47m vessel as their centre of operations and undertaken some refurbishment to create a very basic café and venue which has seen exceptional footfall in its first year. Through Wild Eye we propose to support further refurbishment and enhancement of Southern Star to develop the venue as a visitor attraction including the following elements:

- The refurbishment of the forecastle to create a classroom and meeting room, allowing for dedicated group visitation and education sessions. The range of enquires SeaGrown are fielding is extending from Newcastle, to Harrogate and Sheffield, indicating a wide catchment where they are placed as a new day trip attraction and draw. SeaGrown estimate footfall of 80 groups / 2800 visitors per year.
- The refurbishment, reorientation and creation of a viewing platform to create a publicly accessible space which will offer panoramic views and interpretation. This will be available as an events space for other elements of Wild Eye and provide a site for installation of one of the focal artworks. Based on comparable attractions and 2021 performance SeaGrown estimate footfall on the vessel, café or with direct engagement on the harbour side of 35,000 per year.
- A programme of events including food demonstrations (see Slowfish below), artistic evenings, café scientific and artwork openings focusing on nature tourism and the marine environment will utilise these spaces to create a regular programme that will be promoted and drive footfall onto the harbour side over shoulder months and as an evening venue.
- The installation of a digital display linking to their offshore seaweed farm, providing information from a live data buoy on the seaweed farm and associated documentary pieces, allowing for engagement with the passive footfall on pier, increasing dwell time and providing an external harbour side focus.
- The refurbishment of Southern Stars galley, to create facilities allowing for hot and cold food preparation. This will focus on partnering with local suppliers with a focus on linking with the local fishing industry (low food miles), sustainable, carbon neutral and zero plastics products aligning with the SeaGrown's sustainable ethos. We envisage linkages, support and showcasing of 30 local businesses over the project lifespan.
- Through SeaGrown's and Yorkshire Wildlife Trusts online platforms we project interaction and engagement with 900,000 visitors over the programme, based on promotion of Wild Eye videos and the media outputs from this element of the project.

SeaGrown and Southern Star will become a key focal point for the marine environment and local fisheries, functioning as a centralised venue. Southern Stars viewing platform and education room will be used by existing visitors and attract new day trippers to the town. Through the joint delivery of seaweed and fisheries focused events Southern Star will become an evening venue providing gastronomic experiences sourced from local producers and marine environmental engagement. As an evening and indoor venue which can operate year-round this project will create a new attraction and nature tourism experience leading to increased tourism spend and overnight stays. The cumulative impact over the project duration is estimated engagement with 1.7m visitors, including 8,400 school and youth groups, and promotion of 30 local businesses.

## Slowfish

The crossover between nature tourism and food tourism is strong, as nature tourism visitors seek to link their highly ethical conservation ethos with sustainably sourced food with the lowest demonstrable impact on the environment. The rich storytelling and cultural experiences available in Scarborough surrounding its fishing heritage are key opportunity to engage with this market and make connections between a series of well-established and recognised artisan businesses, and new entrant start-ups with highly ethical credentials such as SeaGrown. This Scarborough Slowfish element of Wild Eye will provide that messaging and a programme of experiences to build the regions reputations and create this foundation.

As a leader in the nature and food destination tourism, the Scottish Tourism Alliance has set out a specific pathway for the development and enhancement of food tourism in a cross-cutting pan country strategy<sup>11</sup>. Their strategy identifies that their most successful food tourists venues and regions combine food, cultural and nature experiences with the sense of theatre, rich storytelling and cultural experiences.

A DEFRA assessment of local food and drink impacts on rural tourism reaffirmed its importance to tourists' and visitors' experiences, estimating 35% of spend per head was allocated to food and drink<sup>12</sup>. Included in the assessment a Cornish case study highlighted that 80% of visitors were influenced by the high-quality regional food and drink offer. It references restaurateurs adapting their dining experience to cater for seasonal changes, leading to an extension of the main season by up to 1.5 months. The report concluded in a series of key principles; in particular a clear need to develop food and drink activities as visitor attractions in their own right, and strong market branding. A complementary NEF assessment of local spending and supply chain analysis estimated a regional 'multiplier effect' where every £10 spent in a local food outlet can generate £25 to the local economy through repeat spend by local owners and employees<sup>13</sup>. This is in comparison to £10 spent in a supermarket, which only generates a reinvestment of £2.40 in the local economy.

A characterisation study of coastal tourism undertaken by the East Riding Council defined visitor average spend of £50.47 for overnight stays and £39.59 for day tourists<sup>14</sup>. 56% of tourists were repeat visitors and 43% of visitors travelled from beyond a 2-hour radius. A needs analysis drawn from these visitors highlighted that 39% surveyed expected better quality food and drink options and would be willing to travel and pay a premium.

The North York Moors Park attracts a more affluent demographic of visitor in terms of expenditure during visits than other areas of the Yorkshire Coast, achieving a greater spend per head and spend on food and drink. The 2016 NYMNPA visitor survey<sup>15</sup> identified that the majority of visitors were drawn from the North East and Yorkshire & Humber (71%), and mainly comprised of either families (41%) or couples (37%). The survey also confirmed that food was significantly important to 79% of visitors, with estimates indicating food and drink was the highest element of their spend per head

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<sup>11</sup> Scottish Tourism Alliance (2019) Food Tourism Strategy. [www.scottishtourismalliance.co.uk](http://www.scottishtourismalliance.co.uk)

<sup>12</sup> Rural tourism and local food and drink (2016) ICF International

<sup>13</sup> The Money Trail: Measuring your impact on the local economy (2002) New Economics Foundation

<sup>14</sup> Tourism Accommodation Study (2016) East Riding of Yorkshire Council

<sup>15</sup>North York Moors Visitor Survey (2016) Ratcliffe T.

[northyorkmoorstourism.com/uploads/4/8/5/6/4856328/nym\\_visitor\\_survey\\_2016\\_report\\_final.pdf](http://northyorkmoorstourism.com/uploads/4/8/5/6/4856328/nym_visitor_survey_2016_report_final.pdf)



(47% - £9.45). Crucially 59% respondents identified locally sourced food and drink as important to their trip.

At present Scarborough lacks any coherence in its seafood credentials. There are a series of modest venues of local and regional reputation, but a considerably stronger community heritage and association with its fishing fleet. This is in part due to the local fleet transitioning from an intensive mobile gear-based trawl fishery to a shellfish port since the 1980's. Local consumer tastes have not kept pace and the majority of catches are exported, predominantly into European markets.

Slowfish is an international gastronomy movement which focuses on artisan fisheries, food producers and their heritage associations, linking exceptional food with rich storytelling and cultural experiences. Through this Scarborough Slowfish work stream we will provide a series of marine environmental engagement, cultural and seafood experiences introducing the public to new tastes, sights and sounds of our local seafood, fisheries, and the marine environment. We will focus on varying levels of engagement and experience ranging from light mass participation to in-depth focused experiences. Built upon core key principles of full provenance vessel level traceability and sourcing from well managed fisheries, this will work stream will deliver:

### **Events & Experiences**

- A series of **seafood tasters and public cooking demonstrations** promoting local seafood.
- **Mass engagement** events include free seafood tasters and public cooking demonstrations located in high footfall areas (e.g. high street or harbour) for profile raising.
- **Medium engagement** events include specialist evenings and novel seaweed tasting opportunities. These would function as a cross-over with the SeaGrown delivery element and include options for talks on sustainability.
- **Targeted engagement** would focus on a specific demographic or visitor gateways, such as the train station, engaging visitors and raising the Wild Eye profile through free tasters.
- Seafood experiences will use **local producers**, including seaweed, sea salt, smoked fish, drinks makers and fishermen (inshore netting, rod & line, potting).
- We will **rotate the main seafood ingredients seasonally** to align with local catches, raising awareness of optimum opportunities to source locally.
- We will **sign-post to local seafood businesses** including fish mongers, restaurants, direct sales from fishermen and local food producers.
- **Flagship events** will include engagement and participation in Scarborough Seafest and Whitby Fish & Ships festivals. Offering tasters, demonstrations, and storytelling around seafood local sourcing.

### **Sustainable Seafood Experience**

- We will deliver active participation through a **custom mobile cooking school**. This specialist setup will enable hands-on engagement within communities at community halls, schools, and public venues.
- These events will have capacity of 12 per session, with multiple sessions per day. They will be delivered throughout the year on a rolling basis, as a free of charge bookable event.
- Chef green will teach participants to prepare a series of dishes, accompanied by video, audio and artistic elements, creating an immersive experience.
- Events will be delivered in Scarborough, but also expand into the wider hinterland to engage rural communities within the catchment, drawing footfall back into the town.

- Alongside the cooking experience, Dr Johnson will create a series of short films of each local fishery, exploring produce provenance, how it's caught, and its low impact credentials.
- We will include a photography portrait series of local fishermen and narrative on why they fish. These will be printed on pull-up banners on displays at each event, providing a grounding and more personal link to the industry.

### **Digital**

- We will design a digital package to provide online training videos in seafood and dish preparation. This will be used by the public to support on-going training.
- We will include introductions, discussions and easy recipes using local food producers' products, including unfamiliar or contemporary products such as seaweed or salted fish.

These components will provide both high reach and high-quality engagement opportunities throughout Scarborough. We will embed seasonal narratives, highlight new and established food producers, and create new linkages promoting the low impact credentials of local seafood.

We will use rich storytelling and novel experiences, from theatrical seafood demonstrations to artistic portrayals of our local fishermen. All of this together will develop Scarborough's identity as a high-quality nature, culture, and food destination.

All elements will be non-charged and free to the public, as a combination of open access and bookable events. Project costs have been developed based on recovery rather than revenue generation and are heavily discounted at non-commercial rates.

### **Venue Three – Cinder Track**

The emergence of 'art tourism' and its distinction from cultural tourism has seen clear divisions and definitions develop over the last 20 years.

"Art tourism" has been on the rise for the last 20 years, with an increase in contemporary and urban art in public placements. This has created a new market, guiding and driving footfall to new spaces and unique environments<sup>16</sup>.

Arts Council England has identified that the Arts and Culture industry contributes £21.2bn in direct turnover and £10.8bn in GVA, with £8.6bn generated in market and £2.2bn from non-market organisations. The sector is valued at 0.4 per cent of UK GDP, and is recognised to account for 1.1 per cent of total UK employment when merged across inclusive categories<sup>17</sup>. An assessment of the economic impact and multiple effects from arts and culture industry, concluded a £2.01 multiplier for every £1 investment<sup>18</sup> and as specialist tourists, art and cultural visitors offered an increased spend per head, with an average £2,000 spend p.a.

Audiences for outdoor arts in Scarborough are in line with the English population at large: 34% of households are low cultural engagers, yet 31% of surveyed outdoor arts attenders come from the lowest culturally engaged groups. This sits in stark contrast to indoor or ticketed arts, for which low engagers constituted just 17% of 2017/18 audiences. This demonstrates that by presenting art

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<sup>16</sup> Franklin A (2018) Art Tourism: A new field for tourist studies. *Tourist Studies* Vol 18 399-416

<sup>17</sup> The Contribution of the Arts and Culture to the National Economy, Arts Council of England.

<sup>18</sup> The Value of Arts and Culture to the People and Society. Arts Council of England.

outdoors, Wild Eye will be engaging some of the lowest culturally engaged audiences in North Yorkshire and more widely – aligning with Arts Council England’s new 10-year strategy.

The creation of destination tourism will draw tourists interested in a specific field to events and attractions of similar nature. This allows the development of customised markets and unique branding to drive footfall.

Mass participation public artworks are a contemporary strategy for engaging in high footfall, high visibility public exhibitions, focused on a central narrative or subject. Building from a model successfully emergent in the late 1990’s there is now a catalogue of successful case studies ranging from Larkin Toads in Hull to Martlets Snowdogs. These follow a simple, but effective model to deliver high impact temporary installations yielding significant tourism footfall and associated economic benefits, including;

- During 2010, Hull’s largest public art celebrated the 25<sup>th</sup> anniversary of the death of Philip Larkin, through the installation of 40 giant, local artist designed Toad sculptures in celebration of some of the poet’s most well-known pieces. Displayed for over 10 weeks, the installation cost £150,000 – mainly supported through external sponsorship. The economic impact of the trail through new visitation, indirect spend and media impact was estimated at over £1 million. The sculptures then sold for a combined £60,000 at auction.
- In 2016 a Snowdogs by the sea installation introduced 40 individually designed Snowdog sculptures in support of the Martlets Hospice. GRP models were created and released to 40 local artists who created unique designs. Temporarily installed from September to December 2016 as a public art trail in Brighton, the installations attracted a footfall of 350,000 and an estimated economic impact of £10.1 million to the local economy. The sculptures were then auctioned and raised a further £337,900 for the Martlets Hospice from private buyers.
- Also in 2016, a mass installation called Pigs Gone Wild Trail, saw the 40 GRP pig sculptures introduced to the streets of Suffolk, forming a high profile sculpture trail with celebrity endorsement and input. The trail generated an estimated £900,000 for the local economy over a 10 week installation period, drawing 250,000 visitors in additional footfall. The later sale of the sculptures raised £200,000 for local charities.
- In 2019 over June to September an installation facilitated by Wild in Art introduced 55 Elmers elephants, in the ‘Elmers Big Parade’ in Suffolk. Following a similar model to the above examples an open call was made to recruit local artists and 55 custom designed statues were completed. The installation engaged 390,000 people, with tourism surveys identifying that the installation was the main reason for 70% of these visitors. Once the public installation was completed, the auction of the sculptures raised £260,000 for St Elizabeth Hospice.

Our vision for the Cinder Track is to utilise its position as a green space and linear corridor embedded within Scarborough’s urban and sub-urban areas. We propose to commission a mass participation, public art sculpture installation series focused on a nature orientated subject. We propose to install several permanent sculptures along the Cinder Track, and strategically position a

series of temporary sculptures to create linkages between the Marine Drive and SeaGrown following a 6km circular trail, taking in Falsgrave, Peasholm, North Bay, South Bay, Town Centre.

- The Cinder Track would be utilised as the main public art space, attracting a density of sculptures strategically positioned at regular intervals from Falsgrave to Peasholm Beck.
- An artist brief will be developed providing key centralised themes for artwork design, focusing on conservation, key biology and conservation.
- The proposal would support an 'open call' for artists, enabling us to collaborate with a high number of local and regional artists, including opportunities to make direct approaches to artists of regional repute.
- The creation of a documentary short video, capturing the process and stories of some artists in developing their artworks would be used for media and social media reach, to enthuse and excite audiences.
- A promotional campaign, targeted at local, regional, and national audiences would aim to draw in art & culture visitors, through focused and paid media promotion opportunities.

The trail will work with numerous local and regional artists, leading to an inclusive and broad participation collective installation. It will capture stories and the creative processes. It will drive residents and visitor footfall, leading to broad economic benefits and guiding footfall through key areas, linking Wild Eye venues. Based on comparable installations, we would target installation of 25 sculptures and aim to deliver an economic impact of over £330,000 for Scarborough.

## Stakeholders

The partnership will be delivered by Yorkshire Wildlife Trust and Invisible Dust in collaboration with SeaGrown and Rob Green. They will draw on expertise from several other collaborators, including but not exclusive to, Scarborough Borough Council, Welcome to Yorkshire, English Heritage and National Parks. Additional collaborators from the local community will include the Seawatch Foundation and local schools.

Key to delivery of the work will be community engagement, across the Borough of Scarborough, utilising the local community to plan and aid development of conservation and artistic activity.

Alongside the partnerships outlined above additional advocacy work has been undertaken to date to gain further support and obtain advice/input into the project. This includes:

Surveying local residents to capture the views on the ideas behind Wild Eye; the responses were as follows:

Over 100 (112) responses to the survey were received. From these we found:	
97%	of respondents said it's important to spend time in nature
64%	felt these were ample opportunities to access nature locally
85%	felt Wild eye would benefit their or other people's health and wellbeing
91%	welcomed the proposal for a marine sculpture / seating at Scarborough Castle
91%	welcomed the proposal for a Marine Drive viewing platform
95%	welcomed the proposal involving with seaweed farming and local seafood
92%	welcomed the proposal for a Cinder Track viewing platform or bird hide
86%	felt initiatives such as Wild Eye helped increase awareness of climate change and plastic waste

In addition to the surveys, there have been ongoing conversations with local stakeholders to raise awareness of Wild Eye and the aspirations of the project. We have engaged with local businesses, councillors, students and residents. Key stakeholders involved in Wild Eye include:

- **Councillor Liz Colling** - We have presented Wild Eye and sought advice on how to engage local communities. She has provided contacts and support to facilitate this happening.
- **Councillor Janet Jefferson** – attended advisory group meetings and provided supportive quote for press release on the importance of highlighting local natural and built heritage to local residents. *" It will give a new opportunity for local people to access the amazing heritage and culture on their doorstep."*
- **Scarborough Sixth Form** - Head, Rowan Johnson, Head of Art Alice Thornton and artist/technician Fern Smith have all been involved in the programme and Invisible Dust has undertaken a workshop (with sound artist Rob Mackay) for a group of 15 of their students around the Wild Eye concepts which resulted in, boat trips and underwater field recordings of sea creatures formed into an audio walk in Scarborough and Whitby. Invisible Dust are identifying further opportunities for engagement.
- **Scarborough Maritime Heritage** - Have taken part in advisory group meetings and podcasts (Mark Vesey).

- **North Yorkshire Stronger Communities, NYCC and North Yorkshire Youth Team** - Invisible Dust have met with Karen Atkinson and Chloe Thwaites they are both interested and happy to connect us to communities they work with.
- [REDACTED], **Hull University** - Invisible Dust have met with the marine biology department and Rodney took part in podcasts, speaking about local marine natural heritage.
- [REDACTED] – **Marine Biologist, Hull University** – supportive of project and participated in Sixth Form project.
- **Robert Goodwill MP** - Invisible Dust and YWT met Robert Goodwill to discuss Wild Eye, he is particularly interested in the relationship with SeaGrown.
- [REDACTED] **CAVCA** - Mel and David Stone have run surveys to canvas local opinion on Wild Eye. The survey has been distributed online, promoted through social media accounts, as well as in person with CaVCA staff talking with local people in the places and spaces they habitually use, to capture views on the ideas behind Wild Eye. Results of over 100 surveys are now available and overwhelmingly positive. CaVCA also ran family art/nature engagement days reaching over 70 families and resulting in positive local media coverage. Activities for children and families were provided by a range of partners including a participative art activity, trails and stories.
- **Arcade (community arts organisation)** – [REDACTED] – consulted on Wild Eye and made links to Wild Eye with a class of primary school age children through their Grue recycled cardboard sculpture project.
- [REDACTED] - **artist, environmental activist and leader of facebook groups ‘No More trash’ and ‘Keep Scarborough Clean’ comprising 2000 beach clean members.** Ran workshop for family day at Scarborough Castle and in discussions about further community engagement activities prior the launches in March.
- [REDACTED] – **Scarborough Porpoise Group** – attended advisory group meetings and offered to run engagement sessions at Scarborough launch.
- [REDACTED] – **YNYER LEP** – very supportive. Advising on links to business – eg South Bay Traders.
- [REDACTED], **Director, Big Ideas by the Sea Festival and local artist,** consulted and supportive of the project as he feels *“This offers an opportunity for children and students at the local college to see and experience great art”*
- [REDACTED] – **engineer SBC** – Has advised on the project from very early stages and continues to be very supportive. Attended walk round with artists and project managers and advised on suitable sites for artwork in Whitby.
- **Whitby Disability Access Group** – [REDACTED] –advising on sites, language use and signage to ensure they are all as accessible as possible.

- **Whitby Naturalists** – [REDACTED] are advising on representative species in the Esk estuary to be represented within the artwork. Have met with artists and attended consultative meetings and are 'delighted' with the project.
- **Whitby Beach Sweep** - [REDACTED] took part in process of selecting artist for Whitby and in consultation meetings. They provided a quote in support of the project: *"At Whitby Beach Sweep we are excited that we and other residents of our beautiful town have had the opportunity to work with professional artists and to produce an artwork that we can all be proud of together. The artwork aims at reminding people that Whitby and its wildlife is amazing and that it's worth taking steps to protect it."*
- **Esk Estuary Partnership (Group of businesses with links to Esk Estuary)** – as convened by [REDACTED] YWT – have been involved in workshops and consultation.
- **Whitby Civic Society** – representatives have fed into consultative meetings.
- **Whitby Town council – Mayor Linda Wild** – advised on placement and fed back on proposals at consultative meeting.
- **Helen Berry, curator Pannett Art Gallery, Whitby Town Council** - advised on placement of works and offered feedback on proposals. Is supporting project by offering exhibition space for a display of preparatory artworks to the public works.
- **Whitby Yacht Club** – members took part in workshops as part of consultative and creative process of producing new public works.
- **Whish – (Whitby Hidden Impairments Support and Help)** – members took part in workshops as part of consultative and creative process of producing new public works.
- **Caedmon College, Whitby** – 30 students took part in workshops to create mini sculptures to help develop ideas for the public works.
- **West Cliff Primary School, Whitby**- 30 students took part in workshops, as above.
- **Whitby Railway Community Shop members** – took part in workshops as above.
- **Flash Arts** – [REDACTED] – fed into feedback on Whitby proposals, hosted workshops and offered support for launch.
- [REDACTED] – **Whitby based artist** – shadowing workshops for professional development and creating a hand painted trail map for the project.
- [REDACTED], **SBC Harbourmaster** – took part in process of selecting artists for Whitby and in consultation meetings.
- [REDACTED] - **Director of Business and Environmental Services, North Yorkshire county council**, attended consultation meeting.

Our vision for public engagement of Wild Eye encompasses the following:

The Framework we will apply is:

- **Understand** - we will increase public awareness of the role of art in nature and understanding and experiencing nature and the environment
- **Participate** – we will enable members of the public to participate at all levels in the development of the project, and in the experience of the resulting artworks and their place in the local environment
- **Act** – we will create opportunities for members of the public to take action to contribute to delivering and experiencing the aims of the project

The guiding principles which underpin all our engagement with the public are:

- **Inclusivity** – we aim to include everyone and welcome challenge if our engagement is seen to exclude any person, group or sector
- **Accessibility** – we aim to ensure access to us, the work and conversations about it are accessible and open to all
- **Putting people first** – we apply a person centred approach where all our interactions with the community are led by community needs and reflect cultural diversity
- **Openness and transparency** – we have nothing to hide, we are open to all comment and debate
- **Ongoing dialogue** – we value ongoing communication rather than simply seeking one-off feedback

The key methodology we will apply is as follows:

- Project reference group – to guide, steer, reflect community / interest group views, and champion the project
- Social and local media – to inform, engage, raise awareness and invite involvement
- Participative platforms – workshops, events, activities
- Ongoing dialogue through trusted community channels such as councillors, community representative, community groups, special interest groups
- Installation interpretation panels with links to opportunities for further information, input and conversation
- Creating new channels and opportunities for informal and formal conversations

## Policy Alignment

The implementation and long-term legacy of the Wild Eye project could contribute significantly and support delivery of several key areas of Scarborough Councils 2020 tourism strategy, with multiple points and areas of contribution outlined above in our Case for Change.

Drawing upon multiple examples of well-developed nature tourism sites in the UK, we have outlined how Scarborough has the potential to develop a new significant nature tourism market. In acknowledgement of Scarborough's indicative tourism growth target of £33.5 million (4%) per annum and assuming the 3 venues developed through Wild Eye have comparable return developing a nature tourism market, the foundation that Wild Eye provides has the potential to deliver 8-10% of this target.



We intend for Wild Eye to create a new year-round destination tourism market. Laying the foundations for long-term development and longevity, we intend to creation foundation sites to establish Scarborough Borough as a nature tourism destination.

Wild Eye will contribute, and support delivery of the following local, regional and national strategies;

Strategy	Relevant Points from Strategy	How Wild Eye Contributes
<p><b>North Yorkshire and York Local Nature Partnership Strategy.</b></p>	<p>Wild Eye directly contributes to 2 of the 4 objectives:</p> <ol style="list-style-type: none"> <li>1. Economy – develop connections between nature and the local economy.</li> <li>2. People &amp; Communities – increase access to nature to improve public health and increase engagement with local communities on nature projects.</li> </ol> <p>And towards the targets:</p> <ol style="list-style-type: none"> <li>1. Increase (%) in visitors visiting the area for nature interest.</li> <li>2. Increase (£) in tourism economy generated from nature tourism</li> <li>3. 1,500 new people actively involved in conservation activities</li> </ol>	<ul style="list-style-type: none"> <li>● Developing new nature tourism offer</li> <li>● New cultural attractions linked to local nature</li> <li>● Programme of business support, linking local businesses to local nature offers</li> <li>● National PR promotion of nature and culture attractions</li> <li>● Extending seasons, increasing spend per head</li> <li>● Programme of engagement for involving local people in nature activities</li> </ul>
<p><b>Scarborough Borough &amp; Hinterland Cultural Strategy (Draft 2021)</b></p>	<p>Wild Eye contributes to 2 of the 3 components of the cultural vision:</p> <ul style="list-style-type: none"> <li>● The local stories, people, spaces, and landscapes will be the inspiration for cultural activity. Increasing local pride and national appeal.</li> <li>● Visitors will be attracted to the borough by its unique activities and festivals.</li> </ul> <p>And contributes to 2 of the 6 Key Action Areas:</p> <p>ACTION 4: Celebrate the Heritage, Stories, People and Architecture of the Area – Use culture to celebrate what makes the area special – focusing on the heritage, the stories, the people and the architecture as inspiration.</p> <p>ACTION 5: Use Open Spaces and the Landscape for Cultural Activity – Use the rich</p>	<ul style="list-style-type: none"> <li>● Creating major new cultural attractions inspired by and celebrating local nature</li> <li>● National PR campaign focussed on world-class artists increase local pride and national appeal</li> <li>● UK first programme of high end nature-culture artworks creates a unique attraction</li> <li>● Beginning to create a network of nature-culture spaces, which act as points to experience cultural activity</li> </ul>

	<p>assets the borough has – the coast, the landscape, the sea, the woodlands, the moors – to create a network of spaces and places to experience and participate in cultural activity.</p>	
<p><b>Welcome to Yorkshire Recovery Plan – Re-Open, Recovery, Rebuild.</b></p>	<p>Roll-out of a new Welcome BACK to Yorkshire campaign. The campaign will consider:</p> <ul style="list-style-type: none"> <li>● Relevant products including rural outdoor space and the coast in the first instance.</li> <li>● Extending the reach to audiences beyond the local audience</li> <li>● Inspire returning and first-time visitors, local and regional to visit Yorkshire for day trips, long weekends and eventually extended holidays</li> <li>● Work with local authorities (...) to encourage product development and innovation to make Yorkshire the destination of choice.</li> <li>● Consider the opportunity around new audiences in Yorkshire and how to communicate with them</li> <li>● Consider changing the footprint of a typical tourism week, extending the tourism season and looking beyond for new reasons to visit to revive sustainability</li> <li>● Future marketing strategy will be less about traditional tourism and more about messaging, great content, digital innovation and audience engagement coupled with inspirational imagery and exciting, truly innovative products and services.</li> </ul>	<ul style="list-style-type: none"> <li>● Creation of new tourism “products” for the borough – world class art and cultural experiences, and innovative nature experiences. All relevant to local natural assets.</li> <li>● Reaching a new market segment / audience for the borough – culture and nature tourists on a national level. Extended stays and higher spend per head. Leveraging world class art and artists for PR reach and value.</li> <li>● Positioning Scarborough as national innovators in tourism products, helping make Yorkshire destination of choice</li> <li>● Creating a new set of assets – images, digital, stories etc. – to support national promotion of Scarborough</li> <li>● Creating a UK first initiative: world class culture-nature experiences</li> </ul>
<p><b>Scarborough Blueprint 2021</b></p>	<ul style="list-style-type: none"> <li>● A High Quality Network of Interesting Spaces &amp; Streets</li> </ul> <p>We will establish a sequence of linked civic spaces, each with their own purpose and identity, which draw inspiration from the culture, heritage and natural landscape which make Scarborough special. This network of spaces will add richness, aid legibility and encourage exploration of the Town.</p>	<ul style="list-style-type: none"> <li>● By 2025 there will be 7 Wild Eye “Sites” throughout Scarborough, linking different areas of interest. National PR and marketing will encourage engagement with the full set of sites, encouraging exploration of the town.</li> <li>● Creating a series of world-class artist designed nature engagement sites and trails. This is the only project that enables delivery of Blueprint Goal 5.</li> </ul>

	<ul style="list-style-type: none"> <li>● Encourage Deeper Connections with Our Natural Assets</li> </ul> <p>Surrounded by special landscapes and wildlife, our objective is to ensure that we appreciate and respect this privilege; celebrating the coast and countryside through the creation of trails, viewing platforms and other opportunities to interact with nature.</p> <ul style="list-style-type: none"> <li>● Host a Vibrant &amp; Inclusive Range of Events &amp; Festivals</li> </ul> <p>Raise community engagement and civic pride, provide year-round attractions and raise our profile on a national and regional scale.</p> <ul style="list-style-type: none"> <li>● Address Our Climate Change Emergency &amp; Deliver the Council's Net Zero Carbon Target</li> </ul>	<ul style="list-style-type: none"> <li>● The Wild Eye sites are focal points for extensive engagement activity. We will produce a range of vibrant events and festivals, drawing national attention through world-class artists</li> <li>● Wild Eye specifically engages local people in dialogue around climate change. These conversations are key to informing and gaining support for SBC's net zero policies.</li> </ul>
<b>Scarborough Town Centre strategy 2018 - 2025</b>	<p>Making the Town a mixed-use environment: Encouraging a diverse offer within the Town Centre through festivals and events, incentives, planning, licensing, and regulation and building on the cultural and heritage assets.</p> <p>Build our identity, image and brand Establishing a coherent and collaborative marketing and promotional platform for the town by (...) establishing a second home for exhibitions of national, international arts institutions and cultural activity.</p>	<ul style="list-style-type: none"> <li>● Creating an entirely new offer for the borough: world-class culture and nature attractions and activities. Including viewing, workshops, and festivals. Contributes to diversification of the offer.</li> <li>● Wild Eye develops the cultural assets of the town: bringing the first public artworks by world-class artists to Scarborough</li> </ul>
<b>Visit England's Five Year Strategy 2020 – 25</b>	<ul style="list-style-type: none"> <li>● build regional product and distribution to optimise visitor dispersal and address product gaps.</li> <li>● Step up our domestic marketing activity, we will address the balance of trade deficit and encourage more people to holiday at home. We will focus on younger customers (aged 18-34), whose domestic tourism activity is in decline, and families, who are both essential for the long term growth of the industry.</li> </ul>	<ul style="list-style-type: none"> <li>● The market segment targeted by Wild Eye fits perfectly with the Visit England Strategy: younger customers and families who are drawn by culture and nature tourism offers</li> <li>● Creating a new offer in Scarborough Borough contributes to the dispersal goals of Visit England</li> </ul>
<b>Arts Council England's 10</b>	<p><u>Investment Outcomes:</u></p> <ol style="list-style-type: none"> <li>1. <u>Creative People</u></li> </ol>	<ul style="list-style-type: none"> <li>● young people and local community members will be actively involved in</li> </ul>

<p><b>Year Strategy: 'Lets Create'</b></p>	<p>2. <u>Cultural Communities</u> 3. <u>Creative &amp; Cultural Country</u></p> <ul style="list-style-type: none"> <li>● Involvement in Creative Activities</li> <li>● Reducing Barriers to Involvement / Access / Affordable</li> <li>● Children and Young People (CYP)/ School Curriculum</li> <li>● Critical Thinking</li> <li>● Economically Robust / Thriving Place</li> <li>● Communities Shaping Provision</li> <li>● National and International Connection / Best of the World, Here</li> <li>● Opportunities for Local Artists</li> <li>● Outwardly Connected North / International Partnerships</li> <li>● Diversity of Talent and Participation</li> </ul>	<p>a podcast series, posing questions to artists and scientists in addition to their voices and opinions being recorded</p> <ul style="list-style-type: none"> <li>● Engagement in Wild Eye will be free. There will be a range of ways to engage - digitally, at events, visiting the site alone or with friends or family</li> <li>● Wild Eye will create long-term continuous opportunities for children and young people to explore creativity through the lens of nature and their role in it.</li> <li>● The core purpose of Wild Eye is to foster discussion and exploration of the climate crisis and our role in it. From community to policy level. All commissions and activities are designed for critical discussion.</li> <li>● Wild Eye will create a new eco/cultural tourism offer, accessing a new market with higher spend and longer dwell time. Boosting local economy.</li> <li>● This will be Scarborough's first international-profile public art programme. It will be guided and – in parts – community co-produced</li> <li>● Wild Eye will bring high profile international artists and scientists to the borough. It will be an opportunity for local people to connect with climate crisis conversations at the highest level.</li> <li>● Wild Eye will develop an art and science capacity building relationships and workshops with local artists.</li> <li>● Wild Eye is an opportunity to connect Scarborough borough with Invisible Dust's international partners and relationships e.g., Sydney Environment Institute and Oulu City of Culture.</li> <li>● We are focussing resources on engaging people with disabilities and young people. Our chosen inaugural Wild Eye artist, Ryan Gander, is a wheelchair user. We know his leading involvement in Wild Eye will</li> </ul>
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		be an inspiration to disabled people in and beyond the borough
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## Vision and Objectives

Wild Eye will grow the prosperity of people and nature in Scarborough Borough. Local communities and businesses will shape a nature-centred regeneration post-Covid. There will be a blooming of knowledge, skills, and entrepreneurship around the borough's unique natural assets. Scarborough Borough will become an international model for a nature-centred, creative response to the challenges our species face.

### Project Aims

1. Develop 3 key focal nature tourism venues as a market foundation for Scarborough.
2. Create and install nature tourism viewing infrastructure.
3. Commission nature associated focal artwork with national impact.
4. Commission of a series of nature focused events led by local artists and specialists.
5. Promote and market a series of nature events and seasonal nature spectacles
6. Deliver a digital engagement and marketing programme
7. Develop and deliver a range of nature tourism and associated cultural experiences
8. Build and promote private sectors partners to establish new nature tourism activities
9. Support wide ranging education, STEM and engagement opportunities
10. Enhance Scarborough's access to green and blue space.

Programme Deliverable	SMART targets
Cinder Track (CT) installation of 25 MPPA sculptures trail	In programme additional active day visitors 2,000
	Economic impact target in programme of £81k and a further 0.25m (discounted at 3.5% per annum)
SeaGrown (SG) Education room refurb & engagement	8,400 people achieving comparable retail spend to DT.
SG Marine viewing platform installation	increase in footfall by 35,000 p.a.
SG 60 event delivery in Programme	Economic Impact target; in programme £0.36m and legacy £0.72m
SlowFish (SF) Engagement Programme	Target 108,000 visitors
SF Promotion of local commerce	45 local businesses during in- programme
Marine Drive (MD) Media reach to 610,000	1.25% conversion rate to DT.
MD Active engagement with 300,000 visitors	increasing dwell time by an average of 15 minutes

MD Annual festival creation and attracting 2500 new tourists	70% DT and 3% ST visitor conversion rate.
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## Risk and Interdependencies

Risks are fully outlined within the Risk Matrix – Appendix 2 entitled ‘Appendix 2 YWT Risk Register Fv’ (TF template 1e).

Wild Eye will create the foundation for a new nature tourism market, accessing an untapped and relatively unengaged market for Scarborough Borough, in comparison to other surrounding areas in Yorkshire. The project is complex, multi-faceted and designed to be delivered in a series of stages over the three key project sites. The project will require strict management, governance and financial governance controls, and broadscale public and community engagement to realise its ambitions. Without this investment Scarborough will fail to access this market and nature tourism spend will continue to be concentrated outside of the borough.

Project delivery has been designed to be phased and infrastructure installed staggered to maximise impact and draw.

- Year One will deliver key SeaGrown infrastructure works
- Year Two will deliver the main Marine Drive infrastructure works
- Year Three will deliver the main Cinder Track infrastructure works

### Project Constraints

- Staggering of infrastructure installations due to complexity of works.
- Lead-in times to allow for broadscale community engagement and consultation.
- SeaGrown requirement for key refurbishment works out of peak tourism season.
- Marine Drive access, site constraints and site exposure.
- Listed pier status and electrical supply limitations.

Critical risks identified are:

- Failure to recruit appropriate staffing to deliver works required

This element will be managed through use of YWT’s standard recruitment models and process, drawing on support from our dedicated HR department. Salaries have been scaled and graded to be competitive following a review of the current market. Advertisement will be expanded beyond our standard conservation orientated outlets to include national platforms. An extended advertisement period over our standard terms will be introduced to allow for the widest reach and capture of high calibre candidates.

- Failure to obtain planning permission

The Trust and Invisible Dust have significant experience of planning processes and securing permission for comparable infrastructure across Yorkshire for nature structures and the

country for nature inspired artwork. We have accounted for professional fees to support the planning process and have access to wider specialists if necessary who can provide tailored support. Project elements on SeaGrown do not require planning permissions as they are vessel based. Marine Drive and The Cinder Track will require an element of screening and planning permissions prior to installation; however, this has been accounted for and built into the timelines.

- Delays in infrastructure installation

For SeaGrown sub-contractors have been identified, viewed and have quoted for works with formal written quotations in hand. All sub-contractors have been given an outline of programme timelines and have availability and resource available to deliver their elements. We have advised that Wild Eye will be operated to fixed price terms including staggered payment terms and delivery to milestones and sub-contractors have acknowledged and confirmed acceptance of this approach.

For Marine Drive the project has an 18-month lead-in from project award to scheduled installation. This accounts for in-programme tendering, community engagement, finalisation of concept, consultation, and planning processes. The pipeline for project development already includes sufficient contingency to account for modest delays. Any significant delays would be raised to our project board and placed on a risk register, and would trigger an appropriate response, such as increasing staffing resources, sourcing professional support or subcontractor contract call in.

For the Cinder Track the project has a 26-28 month lead-in time which is considered more than sufficient to plan and address any critical issues. This work area will maintain the same sub-contractor management and control mechanisms as outlined above.

- Land Owner Consent

The Wild Eye project team met with Paul Thompson from Scarborough Borough Council and representatives from North Yorkshire County Council to discuss sites and locations at the Cinder Track and Marine Drive (both presently SBC owned). We received confirmation that both sites were suitable and that Mr Thompson would be our main point of contact for permissions throughout programme implementation and that consent would be provided once pin-point locations and installations designs had been progressed in-programme.

- Failure to engage the local community

In recognition of the need for community support for the project, specific and dedicated funds have been allocated to community engagement and broadscale consultation. We have outlined above our introduction of a community steering group which will provide oversight and support artist selection for key infrastructure. A series of community events, festival and activities will also provide touch points for the community to contribute, feedback and influence project output choices. We also intend to run targeted online and in-person consultations for each installation once sub-contractors have been selected with site specific imagery and mock-ups to support visualisation.



- Capital materials variance and increasing cost base.

This will be mitigated through the use of fixed price contracts. Live in-programme tendering will allow for up-to-date price bases to be used by sub-contractors when quoting and we will insist a contingency programme and reserve is included within quotations. The Trust will implement fixed price contract terms with sufficient break clauses to afford prudent financial control. Payment terms will be staggered against delivery milestones to ensure progress and expenditure can be controlled and regulated, with reporting and oversight to the project manager and financial governance group.

Mitigation measures have been identified for all risks, with risks remaining low to medium impact to project success – outlined in our risk register.

## 2. Economic Case

### Summary

1. A matrices of 10 long-list options was considered and reviewed by the project development team, evaluating performance against economic impact, engagement and Wild Eye objectives.
2. This was refined to a 6-option short-list and these options analyzed in more detail to assess the most viable option to deliver the Wild Eye programmes Critical Success Factors.
3. 5 Options were then progressed to a full modelling and detailed value for money assessment.
4. Option 9 Full Programme – Three Site Delivery, has been identified as our preferred option, fully delivering our outcomes and objectives in a cost-effective manner with a significant cost benefit ratio. This Option is within the outline funding award, is deliverable within the specific Town Deal timeframe, achieving in programme economic benefits of £3.67m equating to a £1-£2.54 cost benefit ratio.

For full Table please see Appendix 7 Economic Case Tables and Value for Money Summary Fv

### Long List Process

- Ten options were assessed modelling business as usual, single site and double site combinations, investment at three sites and different scales.
- All single site options were discounted as they wouldn't meet the Wild Eye objectives for a nature tourism trail and focused market.
- A 50% reduced scale model was discounted due to the inability to fund the programme and lack of impact, with insufficient return on investment.

### Short List Process

- A dual site option for the Marine Drive and Cinder Track was discounted due to poor delivery against CSFs, limited engagement and limited economic impact.
- Five options were progressed to a full value for money appraisal, delivering either partial or full benefits, impacts and engagement levels.

Table 2: Wild Eye short list appraisal.

Goal	Description	Impact & Return	SP Delivery
1. Do nothing	<p>1. Scope - Take no action - CSPs are not delivered. Wild Eye is not delivered and current baseline is maintained.</p> <p>2. Solution - No action taken - CSPs are not delivered. Wild Eye is not delivered and current baseline is maintained.</p> <p>3. Delivery - Business as usual - CSPs are not delivered. Wild Eye is not delivered and current baseline is maintained.</p> <p>4. Implementation - Business as usual - CSPs are not delivered to any degree. Wild Eye is not delivered and current baseline is maintained.</p> <p>5. Funding - Existing funding model continues - CSPs are not delivered to any degree, no additional expenditure is incurred, Wild Eye is not delivered and current baseline is maintained.</p>	<p>No development of specialist tourism markets.</p> <p>No contribution to SBC tourism growth targets</p> <p>Seafront fails to capitalise on nature tourism as a growth market.</p> <p>No foundations or revenues are created for a nature tourism market</p> <p>Local private sector businesses miss out on specialist support.</p> <p>Lack of specialist and facilitated engagement</p> <p>Lack of market promotion and reach to new audiences</p>	Partial
3. Dual Sites - Marine Drive & Seagrass / Slowfish	<p>1. Scope - Installation and development of work packages at two sites. Would partially deliver CSPs</p> <p>Would develop nature tourism opportunities at Marine Drive enhancing the specialist tourist market for marine mammals and develop the marine environmental tourism market at Seagrass. Would deliver a series of festivals and events. Would develop education and STEM opportunities. Would support 115 local businesses.</p> <p>Fail to provide a cohesive trail linking sites.</p> <p>Would not achieve a high impact NPFA, reduced impact by £0.55m and engagement by 20,000.</p> <p>2. Solution - Partial Investment</p> <p>Would partially deliver CSPs</p> <p>Would support nature tourism market engagement over two venues.</p> <p>A key focal attraction and venue would be created aimed at the marine mammal market</p> <p>A key focal attraction and venue would be created aimed at the marine environmental market.</p> <p>Project to yield in programme engagement of 2.42m and economic impact of £1.73m, and support to 115 businesses.</p> <p>3. Delivery - Business as usual</p> <p>Would partially deliver CSPs</p> <p>This reduced programme would be fully deliverable within the project timeframe and resources.</p>	<p>In Programme</p> <p>Estimated combined engagement - 2.42m</p> <p>Estimated combined economic impact - £1.73m</p> <p>Business support - 115</p>	Partial
6. Dual Sites - Marine Drive	<p>1. Scope - Installation and development of work packages at two sites. Would partially deliver CSPs</p> <p>Would develop nature tourism opportunities at Marine Drive enhancing the specialist tourist market for marine mammals and develop the environmental artistic market for Cinder Track.</p> <p>This approach would deliver a series of festivals and events.</p> <p>Would support 63 local businesses.</p> <p>It would fail to provide a cohesive linking venues/sites.</p> <p>It would fail to achieve the high impact and development of the marine environmental market, or development of a key event series, and education and STEM opportunities.</p> <p>2. Solution - Partial Investment</p> <p>Would partially deliver CSPs</p> <p>Would support nature tourism market engagement over two venues.</p> <p>A key focal attraction and venue would be created aimed at the marine mammal market</p> <p>A key focal attraction and venue would be created aimed at the environmental artistic market.</p> <p>Project to yield in programme engagement of 1.89m and economic impact of £1.70m, and support to 100 businesses.</p> <p>Footfall and economic impact considered too low for ROI</p>	<p>In Programme</p> <p>Estimated combined engagement - 0.46m</p> <p>Estimated combined economic impact - £1.12m</p> <p>Business support - 63</p>	Red
7. Dual Sites - Cinder Track	<p>1. Scope - Installation and development of work packages at two sites. Would partially deliver CSPs</p> <p>Would develop nature tourism opportunities at Seagrass enhancing the specialist tourist market for marine environmental tourism and develop the environmental artistic market for the Cinder Track.</p> <p>This approach would deliver a series of events and STEM activities</p> <p>The programme would provide support for 63 local businesses.</p> <p>It would fail to provide a cohesive trail and linkage between venues.</p> <p>It would fail to achieve the high impact and development of the marine mammal market, or development of a key festival series and nature tourism opportunity.</p> <p>2. Solution - Partial Investment</p> <p>Would partially deliver CSPs</p> <p>Would support nature tourism market engagement over two venues.</p> <p>A key focal attraction and venue would be created aimed at the marine mammal market</p> <p>A key focal attraction and venue would be created aimed at the environmental artistic market.</p> <p>Project to yield in programme engagement of 1.89m and economic impact of £1.70m, and support to 100 businesses.</p> <p>3. Delivery - Business as usual</p> <p>Would partially deliver CSPs</p>	<p>In Programme</p> <p>Estimated combined engagement - 1.29m</p> <p>Estimated combined economic impact - £1.70m</p> <p>Business support - 100</p>	Partial
Nature Tourism A	<p>1. Scope - Installation and development of work packages at two sites. Would partially deliver CSPs</p> <p>Would develop nature tourism opportunities at Seagrass enhancing the specialist tourist market for marine environmental tourism</p> <p>Would develop the marine mammal tourism market for Marine Drive.</p> <p>This approach would deliver a series of festivals, events and STEM activities</p> <p>The programme would provide support for 115 local businesses.</p> <p>It would fail to provide a cohesive trail and linkage between venues.</p> <p>It would fail to achieve the high impact of environmental art enhancing both venues and opportunities at the Cinder Track.</p> <p>2. Solution - Partial Investment</p> <p>Would partially deliver CSPs</p> <p>Would support nature tourism market engagement over two venues.</p> <p>A key focal attraction and venue would be created aimed at the marine mammal market</p> <p>A key focal attraction and venue would be created aimed at the marine environmental market.</p> <p>Project to yield in programme engagement of 1.83m and economic impact of £1.41m, and support to 115 businesses.</p> <p>3. Delivery - Business as usual</p> <p>Would partially deliver CSPs</p>	<p>Infrastructure still created to facilitate nature viewing opportunities and marine business engagement</p> <p>Made bid cost reduction at 3% based on comparable street furniture costings and existing SBC refurbishment projects</p> <p>Assumed reduced to negligible demand from artistic tourist element and removal of any works at Cinder Track</p> <p>Assumed full economic and engagement loss from Cinder Track, with 15% reduction impact on SG / NI</p>	Partial
Full Delivery over	<p>1. Scope - Installation and development of work packages at two sites. Would fully deliver CSPs</p> <p>Would develop nature tourism opportunities at Seagrass enhancing the specialist tourist market for marine environmental tourism</p> <p>Would develop the marine mammal tourism market for Marine Drive.</p> <p>Would develop the environmental artistic tourism market for the Cinder Track</p> <p>This approach would deliver a series of festivals, events and STEM activities</p> <p>This programme would create and deliver an education package.</p> <p>The programme would provide support for 140 local businesses.</p> <p>Delivery of 3 venues, would create a cohesive trail and linkage between venues.</p> <p>2. Solution - Partial Investment</p> <p>Would fully deliver CSPs</p> <p>Would support nature tourism market engagement over three venues.</p> <p>A key focal attraction and venue would be created aimed at the marine mammal market</p> <p>A key focal attraction and venue would be created aimed at the marine environmental market.</p> <p>A key focal attraction and venue would be created focused on environmental art, and linking sites through a trail.</p> <p>Project to yield in programme engagement of 1.89m and economic impact of £2.28m, and support to 140 businesses.</p> <p>3. Delivery - Business as usual</p>	<p>In Programme</p> <p>Estimated combined engagement - 1.29m</p> <p>Estimated combined economic impact - £2.28m</p> <p>Business support - 140</p>	Full

## Value for Money Appraisal

- Option 1 Business as usual - was considered viable, but would not deliver any return on investment benefits, tourism impacts or engagement. It would save the £1.4m project expenditure, however Scarborough would miss out on £3.68m of economic benefits.
- Option 6 Dual Sites Marine Drive and Cinder Track – was considered viable. It would utilise £0.79m of Town Deal funding to realize £1.4m of economic impact and an ROI of £1.69. The option is viable but would not yield any benefits from the SeaGrown project site and would not create a nature tourism trail.
- Option 7 Cinder Track and SeaGrown - was considered viable. It would utilise £1m of Town Deal funding to realize £2.6m of economic impact and an ROI of £2.21. The option is viable but would not yield any benefits from the Marine Drive site and would not create a nature tourism trail, missing out on £1.1m of economic benefits.
- Option 9 Full Programme Three Site Delivery – is considered the optimum option. This would utilise £1.4m of Town Deal funding to realize economic impacts of £3.68m and an ROI of £2.54. The option would delivery full economic, engagement and nature tourism market development impacts.
- Option 9 was confirmed as the project development teams preferred option, yielding the greatest impact, fully meeting the Wild Eye programmes objectives and critical success factors (Table 3: Value for Money summary).

Wild Eye Project Value for Money	
Total economic cost	£1,446,479
forecast economic benefit	£3,677,365
total CBR	2.54

Total CBR based on economic impact / spend only			
	Economic cost	Economic benefit	CBR
Seagrown	655,500	2,263,622	3.45327519
Marine Drive	446,308	1,079,278	2.41823589
Cinder Track	344,672	334,466	0.970389258

## Economic Benefits

### Direct Economic Benefits

Yorkshire Wildlife Trust are a registered as a not-for-profit charity and modelled costs have assumed basic recovery of incurred costs but there are no associated direct income streams, productivity gains, or financial rewards for undertaking the Wild Eye programme.

### Indirect Economic Benefits

Indirect economic benefits can be attributed to two key areas – i) The benefits associated with contracting, consultancy, and elements of delivery through our development partners and sub-contractors. ii) The economic gains for the Scarborough Borough and its associated local businesses through Wild Eye's gains in tourism, footfall, new visitors, increased dwell time, conversion of digital engagement to DT visitors, conversion of DT visitors to ST visitors and engagement of the specialist tourism market with associated spend per head premiums.

## Critical Success Factors

Based on the Wild Eye objectives and proposed development sites, the project development team have refined to objectives into specific delivery criteria with economic, engagement and financial targets for each site:

- Cinder Track (CT) installation of 25 MPPA sculptures trail
- CT installation create circular linked trail between CT, MD & SG sites.
- CT In Programme economic impact £0.08m
- CT Legacy Programme economic impact of £0.25m
  
- SeaGrown (SG) Education room refurb & engagement - 8,400 people achieving comparable retail spend to DT.
- SG Marine viewing platform installation – increase in footfall by 35,000 p.a.
- SG Galley Refurb & Local Business Support – 20% uplift in spend & 30 local businesses supported.
- SG 60 event delivery with 20% conversion rate of new tourist to ST.
  
- SlowFish (SF) Engagement with 108,000 visitors
- SF Promotion of 45 local businesses
  
- Marine Drive (MD) Media reach to 610,000 with a 1.25% conversion rate to DT.
- MD Passive engagement with 10m visitors (all MD footfall)
- MD Active engagement with 300,000 visitors increasing dwell time by an average of 15 minutes
- MD Annual festival creation and attracting 2500 new tourist with 70% DT and 3% ST visitor conversion rate.
- MD In programme economic impact of £0.36m.
- MD Legacy programme economic impact of £0.72m

## Assumptions

Our economic modelling has been developed accounting for multiple assumptions. Any assumptions have been drawn against either justifiable case studies, or Yorkshire Wildlife Trust project evaluations which can be evidenced.

- i. Scarborough Tourism footfall as defined in SBC Economic Impact of Tourism on Scarborough 2019 report.
- ii. Day Tripper (DT) spend as defined from the SBC Economic Impact of Tourism on Scarborough 2019 report.
- iii. Staying Tourist (ST) spend as defined from the SBC Economic Impact of Tourism on Scarborough 2019 report.
- iv. SBC Town Centre footfall counters (Newborough) as % proxy for seafront footfall.
- v. CT – Economic and footfall performance derived as lowest comparable estimates from Wild in Art case studies.
- vi. CT – Footfall and user figures from Sustrans, and grey literature.
- vii. MD – 1.25% media conversion rate from reach to event attendance, assumed as DT - % estimate drawn from YWT GRCF and Signature Seafood performance.
- viii. MD – active engagement and dwell time figures based on performance of YWT 2018 events on MD.
- ix. MD – festival DT & ST conversion rate based on RSPB case studies for Galloway Kite Trail, with ST conversion reduced by 2/3 to account for Scarborough non-rural location as pessimistic consideration.
- x. SG – Group engagement and number based on 2021 enquiry rate and booking requests.
- xi. SG – Group engagement DT spend based on retail alone (derived from SBC 2019 figures)
- xii. SG – Footfall uplift based on temporary use of quayside during Covid and footfall ceiling from comparable venues.
- xiii. SG – retail and catering spend based on 2021 spend per head performance from SS.
- xiv. SG – assumed uplift from DT retail & catering based on YWT LSC performance from Flamborough gateway centre.
- xv. SG – Event 20% overnight conversion rate based on NYMNPAA CCF report results for comparable.

- xvi. SG – Digital Display – dwell time assessment based on comparable event display at YWT gateways sites.
- xvii. SG Online digital outputs – 0.05% conversion rate based on performance from Signature Seafood programme and promoted media.
- xviii. SF – Assumed dwell time from comparable events including NYMNPA CCF FFF.
- xix. SF – Assumed sales conversion rate from Bridlington Seafood Market, Countryfile Live and RGs operating over markets for past 25 years.
- xx. SF – Event 20% overnight conversion rate based on NYMNPA CCF report results for comparable.
- xxi. SF – uplift modelled as SBC ST Average SpH + % conversion of specialist tourist SpH as defined in NYMNPA CCF FFF and average spend performance of £22 from festivals / seafood events.
- xxii. SF – digital video conversion rate based on Signature Seafood thru-play and paid promotion, with monitored uplift from promoted venues.
- xxiii. NEF – Local Multiplier 3 methodology – using case study reference ratio value of £1 : £2.4 yield from 3 rounds of inward local spend.

### 3. Commercial Case

#### Summary

The majority of project procurement and delivery will be undertaken by Yorkshire Wildlife Trust. A series of authorised and supervised sub-contracting will be delivered by development partners for pre-agreed project works, following YWT procurement processes and oversight. The Trust utilises a multi-tier project management framework and scheme of delegation dependent on value, with oversight and process steps increasing in relation to product value. In consideration of the complexity of the Wild Eye programme a specific project manager role has been budgeted within the management package costs to ensure adherence to YWT processes and effective compliance. To align with Scarborough Borough Council contract procedures, all Wild Eye procurement will align within the council's procurement thresholds. A custom artistic selection process has been designed to account for high profile artist commission for specific elements of the programme, inline with a sole provider commissioning process used by multiple local authorities.

#### Delegated Scheme of Financial Responsibility

- The Trust uses a financial scheme of delegation which categorises Income and Expenditure levels, aligned to individuals within the organisation, ranging from budget holders, regional managers, Directors, Finance and Risk Committee (FRC) and Board of Trustees.
- Budget management authority is delegated to staff within each directorate, allowing them responsibility and control within clear budgetary limits. Budget managers are directly responsible for all expenditure other than payroll.
- Directors retain ultimate responsibility for the oversight and control of their budgets, whether or not delegated to budget managers within their team. A framework is in place to ensure Directors appropriately monitor performance versus budgets at least quarterly.
- Expenditure commitments (orders, contracts, and significant new projects) must additionally be authorised in accordance with agreed additional procedures fixed by the Trust, or authorised variations to meet specific funder requirements (procurement processes and thresholds). For Wild Eye procurement thresholds will align with the requirements of the Town Deal funding and Scarborough Borough Councils Local Authority limits;
  - a) <£5,000 One written quotation
  - b) £5,001 - £50,000 Three written quotations
  - c) >£50,001 Formal tender process / Open competition.
  - d) Sole provider justification paper for development partners – authorised by Director.



- For Wildeye, funds will be held within a dedicated cost centre and will be managed by the Wild Eye project manager and marine programme manager. Directorate oversight will be provided by the Trusts Director of Finance as the Senior Leadership Team project sponsor.

## Procurement Strategy

- For single written quotations Trust officers will call upon trusted local contractors through invitational quotations. All quotes will be written in electronic or hard copy format, including date, wet/electronic signature and a validity period. Trust officers will select based on value for money and availability to align with programme delivery timetable needs.
- An invitational system will be used for three written quotations. Trust officers will engage trusted local contractors, regional or national companies with a track record of comparable service delivery through invitational quotations. All quotes will be written in electronic hard copy format, including date, wet/electronic signature and a validity period date. Trust officers will select based on value for money and availability to align with programme delivery timetable needs, with a brief recorded decision for preferred supplier selection.
- For formal tenders, a tender brief will be developed utilising the Trusts standard format template. The template will be populated by the Wild Eye project manager and subject to review by the Trusts Wild Eye Governance Group including CEO, operations and financial directors. A phase one sift of responses will review and score each submission, with a minimum panel of two officers assessing tenders. As a second phase a short list of tenderers will be invited to a formal interview and scored against tender specific criteria, with a preferred supplier identified. A full record of the scores and decision making process steps will be archived and include justification for preferred supplier selection.
- Sole Provider Justification. Given the nature of the Wild Eye programme including several custom elements, The Trust will also include an exception mechanism for sole provider appointment outwith of the processes above. In these circumstances a single written quotation will be provided, and the proposing officer will be required to provide a justification paper for authorisation by a YWT director or the YWT CEO. Confirmation of adherence to Town Deal funding and SBC processes will be sought through letters of comfort on any occasion that this mechanism is used, prior to formal contract award.

## Commercial Delivery

- Given the significant variability in some materials and capital development costs which may impact Wild Eye delivery, The Trust is proposing a highly conservative approach to programme delivery and contractor management.
- We propose to undertake In Programme contracting and procurement, to account for significant fluctuations in the current market and likely variations from the 2021 price base.

- Contracts will be invited and secured as Fixed Price quotations to avoid over-spend and revert risk on the contractor. The acknowledged risk is that this is likely to attract above standard contingency rates, which is considered a reasonable compromise, but will be reviewed against value for money scoring criteria.
- We will propose standing validity terms of 3 months, to allow The Trust to complete procurement processes and appoint within a reasonable delivery period for small to medium contracts.
- Lump sum payment upon completion terms will be awarded for works under £5,000.
- Split risk payment terms will be awarded for works between £5,000 and £49,999, proportioned as either 50% upfront and 50% upon completion, or quarterly staged payments.
- Staged payment gates will be included for works over £50,000, which within Wild Eye are specifically associated with artistic commission of infrastructure and development partners. Balancing the needs for artistic contractor cashflow against measurable delivery timescales we anticipate we will tailor percentage payments to each commission. Staged payments will be made against: design acceptance; fabrication start; fabrication end; and installation. Liability for decommissioning will remain with the commissioning development partner or artist to be agreed per installation.

## 4. Financial Case

The financial case for the Wild Eye programme outlines the Funding sources, affordability, budgeting and cash flow considerations, based on the adopted project elements comprising Seagrown & Slowfish, Marine Drive, and Cinder Track projects.

The funding model adopted for Wild Eye comprises of the Towns Fund Development Fund, and all costs outlined include non-recoverable VAT.

All figures stated are considered nominal at a fixed price base line against 2021, with inflation accounted at 3% per annum for project management costs and strict tendering process with transparent tendering values for artistic and capital development items in the specific project budgets.

Contingency across the programme is set to 8%, with primary use budgeted for potential increase in raw materials due to the uncertainty, price inflation and availability as a result of the pandemic and Brexit. The programme's exposure to raw material costs is limited to 12% of the overall costs.

Type	Source	Total Amount
Public sector	Towns Fund	£1.4m

### Outline Budget

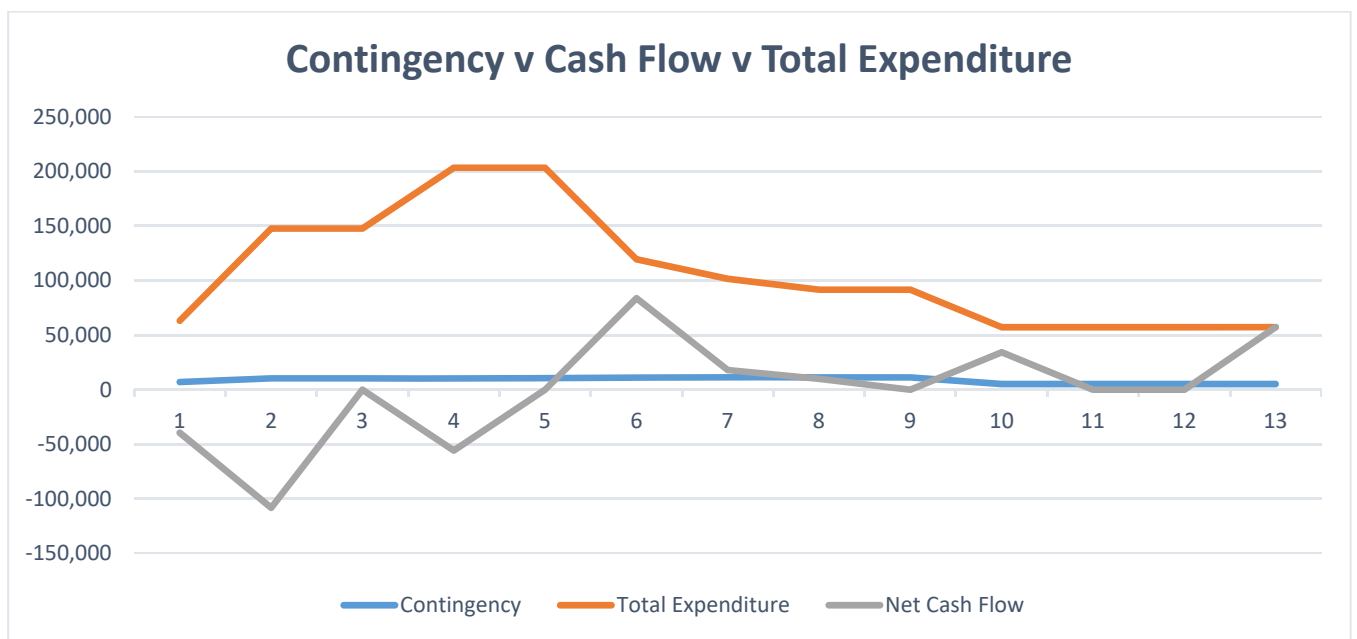
	2021/22	2022/23	2023/24	2024/25	Total
<b>WILD EYE CROSS PROGRAMME COSTS</b>					
<b>DIGITAL ARTIST COMMISSION COSTS</b>					
<b>SEAGROWN AND SLOWFISH PROJECT COSTS</b>					
<b>PORPOISE PLATFORM PROJECT COSTS</b>					
<b>CINDER TRACK PROJECT COSTS</b>					
<b>SCARBOROUGH LOCAL BUSINESS SUPPORT COSTS</b>					
<b>CONTINGENCY TOTAL</b>					
<b>PROJECT MANAGEMENT TOTAL</b>					
<b>TOTAL</b>	<b>63,192</b>	<b>702,314</b>	<b>404,432</b>	<b>229,101</b>	<b>1,399,038</b>

See Appendix 3 entitled 'Appendix 3 Wild Eye Programme Budget GBBC Fv' for detailed budget

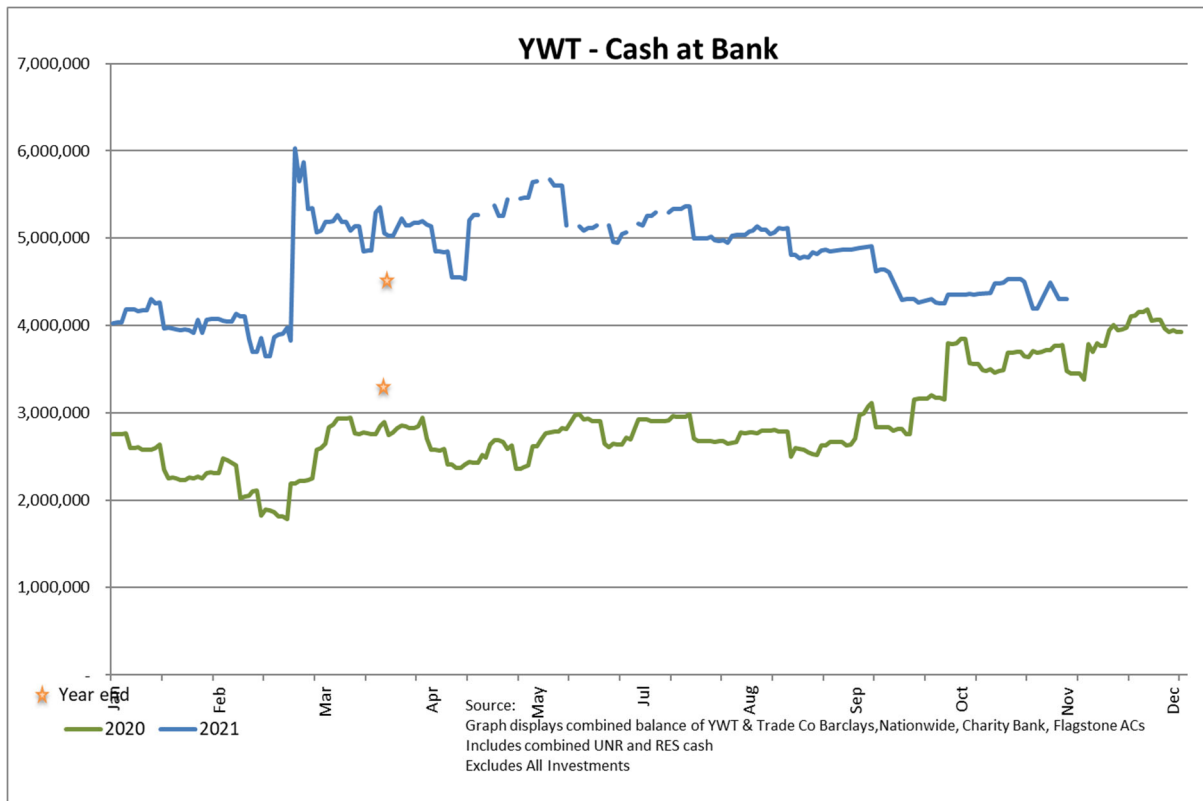
## Cashflow Forecast

	21/22	22/23				23/24				24/25				TOTAL
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Towns Fund														1,399,039
Seagrown Slowfish CapEx														
Seagrown Slowfish RevEx														
Digital Artist														
Porpoise Platform CapEx														
Porpoise Platform RevEx														
Cinder Track CapEx														
Cinder Track RevEx														
Wild Eye prog costs (inc Eval)														
Project Management														
Contingency														
<b>Total Expenditure</b>	<b>63,192</b>	<b>147,703</b>	<b>147,703</b>	<b>203,453</b>	<b>203,453</b>	<b>119,608</b>	<b>101,608</b>	<b>91,608</b>	<b>91,608</b>	<b>57,275</b>	<b>57,275</b>	<b>57,275</b>	<b>57,276</b>	<b>1,399,039</b>
<b>Net Cash Flow</b>	<b>(39,442)</b>	<b>(108,261)</b>	<b>0</b>	<b>(55,750)</b>	<b>0</b>	<b>83,845</b>	<b>18,000</b>	<b>10,000</b>	<b>0</b>	<b>34,333</b>	<b>0</b>	<b>0</b>	<b>57,275</b>	<b>0</b>

See Appendix 4 entitled 'Appendix 4 Cash Flow Forecast Wild Eye Fv' larger detail



As shown in the above chart, there are a number of points in the first 5 Quarters of the project of negative cash flows. Yorkshire Wildlife Trust operates a rigorous assessment of historic and future cash flow forecasts, and due to a combination of unrestricted reserves target (£1m 2022/23) easily accessed investments, and a combination of in advance/arrears funding the Trust has sufficient funds to meet any project shortfalls, see below historic cash flow figures for the Trust for the previous and current financial years YTD.



## Costs

Programme costs have been robustly gathered through transparent tendering processes and past partner experience in similar works. Base financial year is 21/22, with the flexibility to revise due to fluctuations in base rate of interest.

Contingencies totalling £114,700 or 8% of total expenditure has been built into the bid, primarily to counter the effects of raw materials and installation/construction costs inflated as a result of the pandemic and supply chain issues. Partners have an expectation to flex this contingency from current allotted programme areas as required.

There is no optimism bias applied to the financial case.

Sources	Value	Uses	Value
Towns Fund	£1.4m	Revenue Costs	██████
		Capital Costs	
		General	██████
		Programme Costs	██████
		Project Management	██████
		Contingency	██████
		...	
		Total Uses	£(1.4)m
		Retained Cash Balance	£0m
Total Sources	£1.4m	Total Uses less Retained Cash Balance	£(1.4)m

NB. The figures above do not include committed in-kind costs of Yorkshire Wildlife Trust £0.02m and Seagrown £0.075m revenue match to assist delivery of events over the lifetime of the project.

## Programme Phasing

- The Wild Eye programme has been designed to be phased over 3 years of delivery to account for a balance in resources and capacity.
- The creation and installation of key nature-culture tourism infrastructure has been staggered over 3 years, designed as one site per year. This is designed to allow for staffing and resource focusing and avoid community consultation fatigue.
- This process will also ease cashflow and allow for management of appropriate levels for funding delivery and cashflow of development partners and sub-contractors.
- Year One Costs are forecast as £546,247
- Year Two Costs are forecast as £494,565
- Year Three Costs are forecast as £358,226.

## Capitalisation and taxation assumptions

### Capitalisation of Assets Assumptions

Items identified in the Wild Eye programme usually subject to organisational capitalisation amount to £330k. Due to the placement of assets not being on Trust land/long term lease, there are no capitalisation on physical assets requirements in the bid, and no effect on the balance sheet of Yorkshire Wildlife Trust.

We have established a loan system to realise the greatest value for Scarborough Borough Council through Town Deal funding of Wild Eye. To purchase artworks outright would result in fewer commissions of smaller scale. A loan system allows for over a decade of public benefit, with an option for SBC to extend.

Each Wild Eye commissioned sculpture will remain the property of the commissioned artists. The sculptures will be loaned to the organisation responsible for managing the site of the sculpture. This loan period will be for between 10 – 15 years, depending on the site.

At the end of the loan period, SBC will have first option to purchase any of the commissioned sculptures at a price agreed at artist contracting stage. The artworks remain the property of the artists and their studios throughout the loan period. They are not capitalised by SBC, YWT, or Invisible Dust at any point up till the conclusion of the loan.

### Taxation Assumptions

The Trust operates standard, partial (recoverable amount is negligible) and charitable (zero) VAT considerations in addition to any special circumstance rates set out by HMRC. The project will usually be considered at Charitable rate, i.e. any VAT amounts declared on expenditure is not claimable. The only proviso to this are any schemes such as charitable zero vat (VAT Notice 708: buildings and construction) subject to the strict criteria outlined by HMRC being met.

## Financial assurance and governance

Charities differ from companies as they must separately account for both unrestricted and restricted income and how they spend it. **Restricted** income relates to income donated, granted or given to the Trust to be used for a specific purpose. Wild Eye will be treated as a Restricted funding programme, with funds ring-fenced and managed within an independent and exclusive Project Cost Centre within the Trust's implicit financial system.

Yorkshire Wildlife Trust is a registered charity and is required by law to produce an annual report and accounts for filing annual at Companies House and the Charities Commission.

The Trust is subject to an annual external fully audited set of accounts aligned to FRS102 and large charities SORP, through a contracted independent 3<sup>rd</sup> party, approved and appointed through our Trustees and members.

The Trust produces quarterly management accounts, which are reviewed by our regional management tier and also scrutinised by our Finance and Risk Committee.

Our Finance and Risk Committee (FRC) has authorized delegated powers from our Board of Trustees, to ensure suitable financial systems and controls are in place and working effectively. This includes the identification, management, mitigation and reporting of risks to the Board. FRC take a strategic overview of the Trusts finances and risk-exposure, and scrutinise the Trusts strategic and business plans, it will both respond to requests for particular assessments and may pro-actively undertake its own programme of work to report back to the board.

We anticipate given the project value and complexity, and inclusion of variable elements including capital expenditure for building materials in the currently variable market, that officers will request Wild Eye is maintained within the FRC risk register for the duration of the project.

Charities are required to publish and implement a financial reserve policy that is in the best interests of the charity and its beneficiaries and protects and safeguards the assets of the charity. The Trust's financial reserves policy is reviewed annually by the Finance and Risk Committee and approved by the Board of Trustees.

In setting the Trust's reserve policy, the Trustees consider various financial metrics and data, including, reviewing historic and forecast financial data, cash flow movements and working capital requirements, anticipated risks, fixed assets equity availability and material future commitments. The Trust's key drivers in setting its general unrestricted target are:

- a) Holding sufficient reserves to provide financial security; and
- b) Maintaining sufficient cash flow to allow it to continue to trade and fund projects, whilst at the same time not retaining large sums of money that could be put to better use to support nature conservation in Yorkshire.

The Trust annually sets a financial reserve target. The financial reserve target is a critical number for setting annual budgets. As a non-profit organisation, YWT is not required to make a surplus (profit) nor even break-even. Our current level of reserves for FY 21 / 22 where set at £0.9 million, evidencing that the Trust has sufficient capacity to cashflow the Wild Eye programme.

## Affordability Assessment

As outlined in the Economic Case, the financial case has calculated Net Present value (NPV) and internal rates of return (IRR) on the 3 project packages of Wild Eye to assess the overall affordability of Wild Eye. It uses a Discount Factor of 3.5% per annum to correct for the time value of money. It also assumes capital outlay in T0 (in line with usual NPV calculations), and a consideration for in programme economic and legacy benefits to the end of the useful project life.

The NPV calculations consider the economic in flows of cash (time corrected) as opposed to any other monetised benefits (such as health, socio-economic, etc), linked to established case studies.

Please see Appendix 5 entitled 'Appendix 5 NPV and IRR Calculations Wild Eye Fv'

## Activity Costs

Programme costs have been developed based on non-economic activity costings. For development partners programme elements cost have been based on recovery, rather than revenue generation, evidenced by review of their standard commercial rates.

## Risk and Constraints

The main strategic risk is the ongoing effects of the Covid19 Pandemic and tangential effects on material costs, supply chain issues, logistics and local restrictions as a result of future lockdown measures. Mitigation of this major risk, is a robust project management system, a clear strategy of contingency for raw material inflation and project delivery timelines.

Should there be unforeseen delays, the programme content would be realigned but it is not envisaged that any activity would be delayed later than the planned project end. Artists and contractors have largely been identified and outline work plans are in place.

The Trust has a very successful track record of bringing complex developments to completion on time and within cost. The project team would comprise of senior leadership from the partnership and co-opted members at strategic points of the programme delivery.

Please see Appendix 2 entitled 'Appendix 2 YWT Risk Register Fv' for more information including the Project Risk Register.



## 5. Management Case

### Summary

Yorkshire Wildlife Trust has been in operation as a charity since 1946 and is one of the UKs oldest and largest conservation charities, employing over 160 staff and managing an £11 million turnover in 2012, underpinning this scale of delivery are clear well established project governance structures.

This Management Case sets out The Trusts general and Wild Eye specific processes which will ensure effective management and oversight, and outlines responsibilities for delivery within the programme. The Trust has a specialist projects and a portfolio board, which assesses all pipeline and new projects to ensure they are achievable and can be delivered within the Trusts resources. We have dedicated project management processes, with training available to all budget holders and project managers. And The Trust has internal review systems to monitor live project progress, delivery and expenditure. Our Management Case provides detail on The Trusts fixed internal processes and Wild Eye programme specific controls we are introducing to ensure effective management and delivery.

### Introduction

The Trust has designed a clear structure of accountability for the Wild Eye programme, including requirements for existing staff members, core functional teams (finance etc.) and has identified requirements for new staffing and resources to successfully realize the projects objectives and critical success factors;

- The Trusts Director of Finance will maintain a position as lead SLT sponsor for the project and chair the strategic governance group.
- The Marine Programme Manager will take on operational management and oversight of the project, accounting for staff recruitment and coordination, and as the strategic relationship manager with Scarborough Council and delivery partners.
- The Wild Eye project manager will take on operational relationship and day to day management with delivery partners and sub-contractors. This includes meeting coordination for the Officers Working Group and Public Advisory Group.
- The Marine Programme Manager will manage coordination and delivery of the Management, Marine Drive and Cinder Track work packages.
- The North Sea Fisheries and Research Manager will manage coordination and delivery of the SeaGrown works package.

## Project Management

- For management of technical project delivery The Trust operates a custom project management system which draws upon waterfall techniques and elements of Prince2. This universal system is available to all staff members and formal training is provided within the Trust to budget and project managers.
- To accompany this we will also utilise the Asana platform as a centralised and fully accessible online system for coordination with all project delivery partners and sub-contractors.
- A formal financial governance structure (currently being revised for April 2022) is in place, which evidences and details our approach to astute financial controls and risk management, with various tiers of internal and external scrutiny.
- For technical delivery, The Trust has recently introduced a new oversight committee for plans and projects, assessing risks, resources and project development, this essentially a comparable technical risk register to common financial risk register, which comprises of very experienced technical officers, directors and a trustee sponsor, who can be drawn upon for unforeseen operational issues.

The Phase I and Phase II Project Milestones are outlined in Appendix 6

## Deliver Partners

The Wild Eye programme is heavily reliant on its development partners to successfully realise the programme and its key aspects of nature tourism venue creation.

Service Level Agreements have been appended for Invisible Dust, SeaGrown and Rob Green Chef Consultant outlining which include clear commitments and responsibilities for;

- Wild Eye services delivery
- Timescales of delivery
- Project funding, funding draw down and funding gates.
- Sub-contractor commission
- Alignment with Yorkshire Wildlife Trust procurement processes.
- Evaluation and monitoring criteria.
- Reporting commitments.

## Project Assurance and Governance Groups

The Trust has committed to a series of governance, oversight and community engagement groups to ensure effective delivery of the Wild Eye programme and endorsement. These groups and responsibilities are outlined as:

### **i. Strategic Governance Group**

A quarterly meeting group drawing in the YWT Finance Director (SLT sponsor), YWT CEO, Invisible Dust Director, Marine Programme Manager and the Wild Eye project manager this group will provide oversight of the programme and review monitoring;

- a) Project progress against milestones
- b) Financial expenditure against the programmed budget and claims schedule.
- c) Introduce and assess a risk matrix on a rolling basis.
- d) Oversight of key programme staff recruitment.
- e) Oversight of key contractor appointments.
- f) Ensure compliance with Town Deal / SBC and YWT policies and procedures.
- g) Tender awards, scopes of work and contracts.

### **ii. Officers Working group**

A monthly group comprising of all direct and indirect project staff, development partners and by invitation appropriate sub-contractors led by the Wild Eye project manager, this forum will support;

- a) Programming and coordination of project delivery against milestones.
- b) Events and cross cutting collaboration.
- c) Tender processes, interviews and appointment recommendations.
- d) Sub-contractor scopes of works.
- e) Build timelines, progress updates and risk / delays highlighted by sub-contractors.

### **iii. Public Advisory Group**

This forum will provide quarterly interaction and operate as a feedback mechanism for key regional public actors and partners. Drawing on the success of this forum in phase one we intend to maintain and expand the current membership to provide a forum for;

- a) Artistic concept development, review and feedback.
- b) Assessment of community support or concerns.
- c) Support the site selection for key art works and installations.
- d) Input to the design and timing of the events and engagement programme.
- e) Support information dissemination into the wider community.

## Town Investment Plan

The Trust is responsible to Scarborough Borough Council as the accountable body for the overall Scarborough Town Deal funding award. Both generic and tailored monitoring requirements have been agreed and reporting mechanisms put in place for The Trust to provide regular updates and evidence of progress against the overall Town Investment Plan objectives and outcomes, as well as the Wild Eye specific objectives and critical success factors identified within this business case. Monitoring reporting intervals are currently defined as quarterly, six monthly and annually, dependent on measurable.

## Scope Management

The Trust and development partners have provided detailed descriptions and specifications for the Wild Eye programme in the strategic and commercial case sections. The programme will create a foundation for a new nature tourism market within Scarborough, focusing on the development of 3 key venues of the Cinder Track, Marine Drive and SeaGrown to realize significant on-going returns and economic impact. Works are scheduled over a 3 year period, designed to build interest and support through the installation of critical nature tourism viewing structures and complementary artworks, interpretation and education materials which will function as focal sites. These will be complemented by a series of events and festivals, to build and facilitate this foundation. To ensure the project remains on scope, and avoids mission creep we have introduced multiple measures to effectively manage the project;

- The project has been designed with multiple project gates and programmed tasks with associated deadlines which will allow for monitoring of progress.
- A series of project working groups, governance groups and financial standards have been outlined to ensure project creep is managed and minimized.
- A financial assurance structure has been proposed to ensure all project elements remain within the overall programme budget, with mechanisms outlined to address any fluctuations or variations in costings.
- Specialist development partners have been recruited and contracted for delivery of specific elements of the programme in their areas of expertise.
- YWT programme staff, development partners and contractors will be required to align with YWT processes and oversight mechanisms to ensure procurement follows the specified processes and approvals.
- Contractual obligations have been set in Service Level Agreements to ensure effective monitoring and reporting is accounted to allow for evaluation of project impacts and benefits.

## Programme and Schedule Management

A full budget breakdown and associated with milestones is provided as a separate appendices, key within year milestones for high cost elements and annual costs can be summarized as;

### Year One Costs - £546,247

- SeaGrown - commission and delivery of all key capital works.
- Marine Drive - initial works for Marine Drive, including artist recruitment and design fees.
- Cinder Track - artist recruitment.
- Digital Artist - 50% commission
- SlowFish - 33% delivery.

### Year Two Costs - £494,565

- SeaGrown – rolling events programme and engagement
- Marine Drive – Platform installation and festival delivery.
- Cinder Track - artist recruitment.
- Digital Artist - 50% commission
- SlowFish - 33% delivery.
- Business Support Contractor – 50%

### Year Three Costs - £358,226.

- SeaGrown – rolling events programme and engagement
- Marine Drive – rolling events programme and festival delivery.
- Cinder Track – installation and festival delivery.
- SlowFish - 33% delivery.
- Business Support Contractor – 50%

## Cost Management

A full and detailed explanation to our cost management process has been provided within the Commercial and Financial Cases. Key elements to mitigate risk include;

- Expenditure commitments (orders, contracts, and significant new projects) must additionally be authorised in accordance with agreed additional procedures fixed by the Trust, or authorised variations to meet specific funder requirements (procurement processes and thresholds). For Wild Eye procurement thresholds will align with the requirements of the Town Deal funding and Scarborough Borough Councils Local Authority limits;
- e) <£5,000 One written quotation
  - f) £5,001 - £50,000 Three written quotations
  - g) >£50,001 Formal tender process / Open competition.
  - h) Sole provider justification paper – authorised by Director.

- Given the significant variability in some materials and capital development costs which may impact Wild Eye delivery, The Trust is proposing a highly conservative approach to programme delivery and contractor management. We propose to undertake In Programme contracting and procurement, to account for significant fluctuations in the current market and likely variations from the 2021 price base.
- Contracts will be invited and secured as Fixed Price quotations to avoid over-spend and revert risk on the contractor. The acknowledged risk is that this is likely to attract above standard contingency rates, which is considered a reasonable compromise, but will be reviewed against value for money scoring criteria.
- We will propose standing validity terms of 3 months, to allow The Trust to complete procurement processes and appoint within a reasonable delivery period for small to medium contracts.
- Lump sum payment upon completion terms will be awarded for works under £5,000.
- Split risk payment terms will be awarded for works between £5,000 and £49,999, proportioned at 50% upfront and 50% upon completion.
- Staged payment gates will be included for works over £50,000, which within Wild Eye are specifically associated with artistic commission of infrastructure and development partners. Balancing the needs for artistic contractor cashflow against measurable delivery timescales we anticipate we will tailor percentage payments to each commission. Staged payments will be made against: design acceptance; fabrication start; fabrication end; and installation. Liability for decommissioning will remain with the commissioning development partner or artist to be agreed per installation.

## Risk and Opportunities Management

The Wild Eye project will have a project specific risk register developed, to be populated at the monthly Officers Working Group, and with periodic review at the Strategic Wild Eye Governance Group. The risk register will include project objectives, critical success factors and technical project delivery components, outline responses include;

- For any risk flagged as red, these will be escalated to the Trusts internal projects and portfolio Board for review and mitigation proposals by specialist technical officers.
- Through the Wild Eye Governance Group – The Trusts Finance Director, Marine Programme Manager and Wild Eye Project Manager will determine a suite of pre-agreed responses for amber risks, including increasing reporting and monitoring, or strategic deployment of additional resources (financial within budget / personnel).

## Benefits, Monitoring and Evaluation

The Trust has outlined specific evaluation measures for each nature tourism venue to inform and monitoring the impact of Wild Eye funding on footfall, dwell time, spend, day tripper and overnight stays. Our service level agreements with delivery partners have explicit monitoring and reporting outputs which will inform actual performance against our projections.

An evaluation and monitoring plan will be agreed with SBC, with quarterly progress reports which will include quantified values for the following impact measures;

### SeaGrown

- Group Visit Footfall (and subsample spend per head)
- Southern Star Footfall (and subsample spend per head).
- Local Business Support
- Event Footfall
- Vincent Pier Footfall (Subsample / estimate / SBC counter inference).
- Digital Reach

### SlowFish

- Events footfall passive engagement (inferred from SBC footfall counters).
- Events Up footfall active engagement
- Local business product sales referrals.
- Specialist events attendance
- Subsample specialist events to assess ST conversion rate
- Festival footfall - from organizers.
- Cookery experiences attendance
- Cookery experiences ST, DT conversion.
- Digital – reach and impact.

### Marine Drive

- Passive Footfall (subsample / SBC inferred count figures)
- Active Footfall
- Subsample of active footfall dwell time estimate
- Festival footfall
- Subsample festival tourist composition resident, DT, ST.

### Cinder Track

- Pre works footfall subsample
- Sculpture trail footfall.
- Subsample to assess resident, DT and ST conversion rate.
- Subsample spend per head survey quantification.

## Equalities Management

Yorkshire Wildlife Trust adopted an EDI policy statement in 2018 which will be used to manage our approach to the Wild Eye project and is reviewed annually to ensure its appropriateness and effectiveness;

Yorkshire Wildlife Trusts vision is to create a Yorkshire rich in wildlife *for everyone*.

To support this our **Vision for Equality, Diversity & Inclusion** is:

More people in Yorkshire are supporters of YWT as a result of us becoming truly reflective of and meaningful to our communities and;

We have an organisational culture which understands and values diversity as crucial to delivering a 'Yorkshire rich in wildlife for everyone' and creating a sector leading, resilient organisation.

Our **Aims** to deliver the vision are:

1. Our staff team, members and people we engage with reflect our local communities. We work with all socio-economic groups, involve young people in all we do, reflect diversity in age, gender, sexuality, ethnicity and thought and beliefs. We are open to all through having accessible activities, gateway centres, offices and reserves.
2. We are a visibly diverse organisation and promote this across all our media platforms.
3. We recognise peoples differing needs and backgrounds, provide tailored support and feel comfortable having conversations about diversity.
4. We provide opportunities for all, having a range of pathways into YWT suitable for a variety of skill level and background.
5. E&D outcomes run through project development and funding.
6. We monitor and collect data on E&D to track our progress and successes.

Vision, aims and actions will be owned by and delivered across the whole staff and volunteer team. Work for Equality and Diversity will be a success when it is an integrated part of the business and that being inclusive is second nature to everyone.

The Equality, Diversity & Inclusion group will meet regularly to add value by supporting internal and external awareness of EDI, pulling out key learning and sharing successes, and keeping abreast of best practice and current approaches in EDI across the sector and beyond. They will also ensure we monitor and record the outputs and outcomes of the action plan and members will act as conduit to the board of trustees for reporting on the subject.

For Wild Eye, the project manager and marine programme manager ensure adherence with this policy statement and approach for all Wild Eye events, infrastructure, development partner and sub-contractor delivered activities to ensure the programme is fully inclusive.