

# Borderlands Inclusive Growth Deal: Hadrian's Wall Investment Programme

## Expression of Interest for Visitor Attractions

### Information for Applicants

#### 1. Introduction

The Borderlands partners have developed an Expression of Interest (EOI) template and assessment process, to identify a short-list of Hadrian's Wall visitor attraction projects, to be supported by Borderlands Inclusive Growth Deal resources.

Approximately £9m of Borderlands capital resources, (of the total £18m allocation), will be available to support the development of new and / or improved visitor attractions. UK Government expect Borderlands funding to be invested in **large-scale projects with potential to significantly add to / improve the overall visitor offer of Hadrian's Wall as a destination**, and which will **attract new visitor markets and audiences** into the area. Therefore, the Borderlands partners have agreed that all projects seeking support should have a **total capital cost of at least £1m**.

All visitor attractions projects selected through this process to benefit from Borderlands investment will be required to complete an Outline Business Case (OBC) based on the HMT Green Book five case model. This will be submitted to, and assessed directly by UK Government, to approve the Borderlands investment. Small-scale projects, with a capital value of less than £1m will be unlikely to get through this rigorous assessment process.

Borderlands capital funding for the Hadrian's Wall Investment Programme is profiled over 4 years, with spend starting from April 2023, and completing in March 2027. To ensure all Borderlands funding can be defrayed within this timeframe, projects should be able to start on site no later than April 2026, allowing a full 12 months of delivery. While there may be some limited flexibility in this timeline, the majority of capital spend on visitor attractions should be defrayed within this four-year period.

#### 1.1 EOI project assessment

All projects must demonstrate that they are eligible to receive Borderlands investment (see Section 2.1). Eligible projects will initially be assessed against two key elements: strategic impact and deliverability (Stage 1 of the process). However, only strategic impact will be scored, supported by a qualitative assessment of deliverability to identify what support may be needed to take projects to the point of delivery. Only projects shortlisted for support will progress to stage 2, a value for money assessment.

The outcome of the EOI process will be a list of preferred projects including:

- Priority projects which can start quickly. These projects will need a value for money assessment of costs, outputs and benefits before a final decision is made.
- Less well-developed projects which could be delivered later in the delivery programme, and which could be supported by the partnership to develop in greater detail. A value for money assessment will be required later once costs and quantified outputs are developed.

#### 2. Purpose of the Expression of Interest

The EOI process will help to ensure the Borderlands investment is targeted on those attractions with the greatest potential to deliver against the objectives of the Hadrian's Wall Investment Programme, and Borderlands Growth Deal.

All projects must be consistent with the HWIP Investment Framework i.e. the strategic objectives, investment themes, geographic location, and target visitor markets, and be seeking capital investment. (See appendices A and B)

In addition, projects must be able to demonstrate that they address the Critical Success Factors identified in the SOBC (See appendix C)

#### 2.1 Eligibility criteria

The EOI will identify whether visitor attractions projects are eligible to receive Borderlands investment.

This includes:

- **Project location:** To ensure the project is within the Borderlands area, and within the target area for the Hadrian's Wall Investment Programme (see Appendix A).
- **Activity:** To ensure the project is consistent with one or both of the visitor attraction project themes within the Hadrian's Wall Investment Framework - Infrastructure at visitor attractions, and attractions investment programme (See Appendix A)
- **Costs:** To ensure the project is seeking capital investment from the Borderlands Inclusive Growth Deal; and has a total capital cost of at least £1m.
- **Timescale:** Borderlands capital funding for the Hadrian's Wall Investment Programme is profiled over 4 years, with spend starting in April 2023, and completing in March 2027. While there may be some limited flexibility in this timeline, the majority of capital spend on visitor attractions should be defrayed within this four-year period.

## 2.2 Assessment criteria and prioritisation

As well as confirming eligibility, the EOI will assess the extent to which visitor attractions projects align with and will contribute to the successful delivery of the HWIP, and Borderlands Growth Deal. **Please see the Assessment Criteria for details of the scoring system including how weighting will be applied.** This includes:

- **Alignment to the Hadrian's Wall Investment Programme objectives** (Max score: 10. Weighting x 1): Projects must address one or more of the HWIP Strategic Objectives (See Appendix A).
- **Delivering economic growth in the Borderlands area** (Max score: 10 Weighting x 2): Projects must demonstrate clear potential to deliver economic growth in the Borderlands. This could include, for example: benefiting local communities along the Wall (e.g. by creating new employment opportunities; supporting supply chain businesses; creating new commercial opportunities; supporting economic recovery post-Covid); having the capacity / capability to significantly increase visitor numbers to the attraction – over and above the current baseline; connecting to other interventions (e.g. cycling and walking, visitor hubs) to disperse visitors more widely along the Wall.
- **Delivering Inclusive and sustainable growth** (Max score: 10. Weighting x 1.5): The Borderlands Inclusive Growth Deal has inclusive and sustainable economic growth at its heart. Projects will need to demonstrate that they can contribute towards each of the following priorities:
  - **Inclusive growth:** Projects will need to describe how they will benefit disadvantaged people and communities along the length of Hadrian's Wall. This could include, for example, ensuring new jobs created pay at least the living wage; supporting local people to access new job opportunities; providing training / upskilling opportunities for local residents, and / or achieving social value through procurement.
  - **Equalities:** Projects must be fully accessible, including for those with protected characteristics. The protected characteristics are: age; disability and deafness; gender reassignment; marriage and civil partnership; pregnancy, menopause, maternity and paternity; race; religion or belief; sex; sexual orientation). This could include, for example: providing accessible venues and facilities, information in different languages and formats, hosting activities targeted at different audience groups.
  - **Sustainable growth:** Projects should demonstrate how they will contribute to the Borderlands commitment to become a carbon neutral region. This could include, for example, building carbon reduction, environmentally sustainable, energy efficient, and / or renewable energy measures into the project; and / or supporting low carbon travel including installing bike racks, and / or EV charging points.
- **Significantly adding to / improving the overall visitor offer of Hadrian's Wall as a destination** (Max score: 10 Weighting x 2): Borderlands investment will support those projects with the greatest potential to significantly add to / improve the overall visitor offer of Hadrian's Wall. This means the greatest impact on attracting more visitors and new audiences to the Wall, through an improved visitor experience and offer. This could include, for example creating a new / significantly improving an existing attraction which will appeal to a new visitor audience / attract additional visitors / increase visitor capacity; benefit / add value to one or more of the Hubs, Gateways, Attractions or Stopping Points for Hadrian's Wall; demonstrate potential to benefit an area of the Wall greater than the focus of the investment.

- **Attracting visitors from one or more of the identified target markets and encouraging visitors to stay longer** (Max score: 10 Weighting x 2.5). Projects must respond to market trends, offering a quality experience, improving the profile / reputation of Hadrian's Wall as a visitor destination, and attracting visitors from the target markets identified in the Hadrian's Wall Investment Programme (See Appendix B)).
- **Evidence of need / opportunity** (Max score: 10. Weighting x 1): There must be a clear, and evidenced need, for investment in the project.
- **Outputs / outcomes** (Max score: 10. Weighting x 2): Indicative outputs and outcomes, aligned to the targets for the HWIP will be required e.g. new jobs, additional visitors, additional spend. The total (gross) output / outcome targets to be achieved by the overall programme with the Borderlands investment are:
  - 1,611 new FTE jobs
  - 1.15m additional visitors
  - £86.9m additional visitor spend

All visitor attractions projects supported with Borderlands investment will be required to contribute to the achievement of these targets. Projects at an early stage of development may not be able to quantify outputs / outcomes but should identify the type of outputs / outcomes they would expect the project to deliver.

- **Expenditure profile:** Indicative costs will be required to assess the eligibility of the activity to be delivered, and the realism of delivering the project within the required timescale. (NB: This is an eligibility question and is therefore not scored)
- **Funding** (Max score: 10. Weighting x 3): Projects must provide an estimate of the Borderlands funding required to support project delivery, alongside potential sources of match funding, and the amount of match already secured. Projects also need to demonstrate why Borderlands funding is needed to allow the project to go ahead. (NB: Borderlands will not provide 100% funding. There is an expectation that, on average, **Borderlands will provide a maximum of 60% grant funding** towards total project costs)
- **Deliverability** (Not scored): It will be important to understand the stage of development for each project, to assess its deliverability within the required timescales (April 2023-March 2027). Some projects offering real potential to significantly improve the visitor offer and attract new audiences may nevertheless need some development support (e.g. from the PMO / Borderlands partners) to ensure they can be delivered within the timeframe, while others may be well-developed already and able to start on site quickly. It important that the EOI process enables projects that are at an earlier stage of development to achieve a strong assessment, where they have clear potential to deliver transformational change in terms of attracting more visitors and new audiences.

### 3. Timeline

The indicative timeline for the EOI process will be:

Action	Timescale
Consideration of process by Borderlands Partnership Board	15 <sup>th</sup> June 2022
PMO to invite organisations to complete the EOI / Launch at the Hadrian's Wall Partnership Board	1 <sup>st</sup> July 2022
Deadline for submission of completed EOIs (to the PMO)	2 <sup>nd</sup> September 2022
EOI's assessed by PMO (with support from New Skills)	16 <sup>th</sup> September 2022
Identify initial shortlist of projects	23 <sup>rd</sup> September 2022
PMO undertake value for money assessment of first group of projects (able to start in the 2023/24 financial year)	28 <sup>th</sup> September 2022
Finalise short list	30 <sup>th</sup> September 2022
Present shortlist to the Borderlands Partnership Board for endorsement	tba
Feedback to all applicants	tba

Successful first stage projects invited to complete an OBC for submission to Government	tba
Successful second stage projects contacted to identify support needs / provide project development support	tba

#### 4. Submission details

Please ensure you answer each question in the Expression of Interest form fully. At this stage of the process, additional information in the form of appendices (e.g. feasibility studies, market analysis, designs) is not required.

**Only the information provided in the EOI form will be assessed.**

Completed Expression of Interest forms should be submitted by 5pm on Friday 2<sup>nd</sup> September to [info@borderlandsgrowth.com](mailto:info@borderlandsgrowth.com)

For the Privacy statement and GDPR details, follow this link <https://www.borderlandsgrowth.com/privacy>

## Appendix A: Hadrian's Wall Investment Programme - Vision, strategic objectives and programme area

The vision and strategic objectives below are drawn from the Strategic Outline Business Case produced for Hadrian's Wall as part of the Borderlands Growth Deal.

### **VISION**

*'By 2030 Hadrian's Wall will be the most widely recognised, appealing, and authentic visitor destination in the Borderlands region, and the UK's leading example of heritage-inspired inclusive growth.'*

The Hadrian's Wall 10-year investment programme aims to:

- *Unlock the immense unrealised potential of the Hadrian's Wall World Heritage Site, creating an iconic global visitor destination offering a high quality, authentic 21st century visitor experience like no other, unifying heritage, culture, landscape, dark skies, and the great outdoors, set in one of the world's greatest frontier lands.*
- *Bring the destination to life for a growing and diverse audience of national and international visitors, attracting and spreading new wealth throughout the area, creating jobs, and supporting sustainable communities across the Borderlands region.*

### **STRATEGIC OBJECTIVES**

- Strategic Objective 1: To build the reputation and profile of Hadrian's Wall as a varied, high quality, 21st Century visitor destination among UK and global visitor audiences.
- Strategic Objective 2: To increase the number of visitors to Hadrian's Wall each year, and to extend the duration and breadth of visits.
- Strategic Objective 3: To attract more high value overseas visitors each year, delivering a bigger boost to the local economy.
- Strategic Objective 4: To widen the appeal and reach new audiences by transforming and broadening the visitor experience.
- Strategic Objective 5: To enable visitors to experience more, and manage pressure on key sites, by better connecting visitors with attractions, services and activities along the entire Wall and wider landscape.
- Strategic Objective 6: To create and spread wealth across the 100-mile length of Hadrian's Wall and the wider area, creating new jobs, boosting productivity, and supporting sustainable local rural communities.
- Strategic Objective 7: To provide an accessible, inclusive and sustainable destination, with the infrastructure and capacity needed to support all visitors and audiences.

### **GEOGRAPHIC LOCATION**

The geographic target area for the 10-year Investment Programme is described in the SOBC as being:

*'five miles either side of Hadrian's Wall, along its entire length, from Ravenglass and Silecroft in the west, to Segedunum (Wallsend) and Arbeia, South Shields Roman Fort in the east. The Programme links to a wider catchment area including the main arrival points for visitors to the Wall, and key cities, towns and villages where visitors stay, and from where they may travel to explore the Wall and the surrounding area'*

***The Local Authority areas of Carlisle, Cumbria and Northumberland are within the Borderlands area and eligible for Borderlands investment.***

The table below is the Hadrian's Wall 10-year Investment Programme Framework which sets out the priorities for developing Hadrian's Wall as a unified, coherent visitor destination. Two of the nine project areas relate to visitor attractions:

- #4 – Infrastructure at Visitor Attractions
- #8 – Attractions Investment Programme

The other 7 project areas will be supported either with Borderlands investment via the Visitor Exploration OBC's (currently being developed for Cumbria and Northumberland), and / or other funding sources.

**INVESTMENT FRAMEWORK**

Purpose	Project Area	Description	Rationale	Investment Theme	Capital / Revenue
<b>GETTING THE BASICS RIGHT</b>	<b>1. Signage</b>	Consistent, integrated, layered signage system to the Wall and its attractions - from roads, hubs, gateways, access points; driving, cycling, walking	Present the Wall as coherent destination with clear access and orientation	Visitor Information	Capital
	<b>2. Marketing</b>	Dedicated, resourced marketing team focused on promoting Wall to priority markets; including the production of marketing assets and high-quality content to inform and inspire – video, images, itineraries, digital	Raise awareness and interest in Wall more widely, and convert to visits in a highly competitive marketplace needed to achieve growth	Visitor Information	Revenue some capital (asset production)
	<b>3. Sustainable transport access</b>	New, low-carbon approaches to accessing the Wall linking the hubs, gateways and attractions; potentially to include three projects – an electric Hadrian’s Wall bus along entire Wall, e-bike infrastructure of charging, hire, storage etc and electric vehicle charging points	Improve, extend and encourage low-carbon alternatives to access the Wall easily at multiple points	Transport & Navigation	Capital and Revenue
	<b>4. Infrastructure at visitor attractions</b>	<b>Improvement in facilities inc. toilets, parking, accessibility, e-charging points; with criteria for low environmental impact</b>	<b>Need to provide and maintain infrastructure to retain and manage visitors, improve accessibility and avoid environmental degradation</b>	<b>New &amp; Improved Visitor Attractions</b>	<b>Capital</b>

<b>FILLING THE GAPS</b>	<b>5. Stopping Points</b>	Series of three themed itineraries or points of interest – one for each of the priority stories; high-quality, innovative installations and approaches – eg viewpoints, art / sculpture, child-focused, community-based; one launched every three years	Wall wide initiative encouraging exploration, longer stays, additional reasons to visit and telling the under-told stories of the Wall	New Visitor Experiences	Capital
	<b>6. Cycling &amp; Walking Routes</b>	New, improved cycling and walking routes; specifically linking hubs, gateways, attractions; in first instance focusing on improving existing routes	New low-impact ways to access and experience the Wall sustainably, tapping into the interest in outdoor activities	Cycling & Walking	Capital
<b>DEVELOPING THE EXPERIENCE</b>	<b>7. Innovation Fund for Business</b>	Challenge fund for businesses seeking to develop or improve their product or service; criteria to include high-quality, innovation, environmental sustainability; focus on gateways and potential gateways	Support and encouragement for the business sector to provide opportunities for visitors to stay, spend, enjoy	New Visitor Experiences	Revenue and Capital
	<b>8. Attractions Investment Programme</b>	<b>Funding support for current attractions seeking to invest in high-quality, innovative improvements to their site; build in criteria for low environmental impact</b>	<b>Need to continually refresh and reinvent the offer to attract new and repeat visitors; help lever funding from other sources</b>	<b>New &amp; Improved Visitor Attractions</b>	<b>Capital</b>
	<b>9. Signature events programme</b>	Three signature events telling stories of the Wall and/or linking to other priorities (eg cycling); multi-location, Wall-wide; high-quality programming; one launched every three years; build on 1900 festival	Raising Wall's profile, telling the stories in new creative ways and providing reasons to visit, stay and spend	New Visitor Experiences	Revenue and Capital (for infrastructure)

## Appendix B: Hadrian's Wall Investment Programme – Target Visitor Markets

These five visitor segments have been identified as growth markets for Hadrian's Wall. These visitor types cover both UK and international visitors.



**Exploring Families**  
Adventure, learning, cultural activities, create their own itineraries



**Culture Trekkers**  
Outdoors, escapism, activities, 'wow' moments, rewarded by quality local food & drink



**Family Day Outers**  
Fun and entertainment, close to home or holiday accommodation



**Global Curios**  
Rewarding, inspiring historical & cultural experiences, landscapes & outdoors, functional over luxury



**Guided Wanderers**  
Older, active travellers, organised sightseeing, more than the highlights, good quality, local

### EXPLORING FAMILIES

- Motivated to travel by specific cultural activities/events
- Looking for adventures to share together with an element of learning along the way
- Happy to be on the road and create their own itineraries incorporating the 'must-sees'.

### FAMILY DAY OUTERS

- Looking for fun experiences close to home or near to holiday accommodation
- Likely to stay near the beach but will plan one or two day trips that have family appeal
- Fun is the name of the game; learning is an added bonus
- Like engagement via digital technology

### GUIDED WANDERERS

- Older demographic
- Multiple trips per year – longlist of places to visit
- Interested in organised sightseeing
- Want more than just the highlights
- Good quality 'local' is important
- Short well-signed walking routes appeal

## **CULTURE TREKKERS**

- Enjoy spending time outdoor immersed in nature
- Rejuvenation is key – ‘escapism’
- Social media ‘wow’ moments
- Long days exploring/walking/cycling need to be rewarded by good quality local food and drink

## **GLOBAL CURIOS**

- Seeking relaxing but inspiring international experiences as a reward for hard work
- Functional over luxury
- Keen to spend time exploring places of historical importance
- Will want to try local food and drink
- Enjoy spending time outdoors - scenic views and beautiful landscape re key motivators

## Appendix C: Hadrian's Wall Investment Programme – Critical Factors of Success

The critical factors of success for the overall Investment Programme have been defined by The Hadrian's Wall Partnership Board as:

- **Strategic fit.** The Programme must support the achievement of the strategic priorities as outlined in the Strategic Outline Business Case, and must contribute to Destination Borderlands Objectives, as well as The Hadrian's Wall Partnership Strategic Objectives.
- **Responding to market trends and delivering quality.** The Programme must respond to local and national trends in terms of how the visitor economy is evolving and exploit emerging opportunities. It must provide a quality experience that reinforces and builds the reputation of Hadrian's Wall and its key attractions as a place of excellence.
- **Destination cohesiveness.** The Programme should improve the cohesiveness of the overall Hadrian's Wall offer, while adding value to both existing and planned investments within the wider Borderlands visitor offer.
- **Environmentally sustainable.** The Programme must contribute to the Borderlands commitment to become a carbon neutral region, building carbon reduction, and environmentally sustainable measures into all investments.
- **Engaging communities.** The Programme must engage with and involve the local community in shaping the investments, in ensuring that local benefits are maximised, and taking care that adverse impacts are minimised.
- **Achievability.** It must be possible to deliver all investments in practice, taking into account the skills, resources and capacity of each individual proposal / investment and the relevant project management team.
- **Accessibility.** The Programme must be fully accessible, ensuring there is a wide appeal to all visitor groups. This includes, for example, accessible venues and facilities, and information being available in different languages and formats.