

# High Street Heritage Action Zone (HSHAZ) Evaluation

Case Study Appendix: Ryde




Historic England

# HSHAZ Evaluation

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## Purpose of the case study

**This case study is not an evaluation of the Ryde HSHAZ scheme. The purpose of the case studies as a whole is to provide insights to inform the overall HSHAZ programme evaluation.**

This case study appendix reviews the outputs achieved through the HSHAZ scheme against its stated targets and assesses likely value for money using government compliant methodologies. The review is based on:

- the monitoring data collected by project teams within submitted scheme plans;
- a facilitated discussion with the local project team and HSHAZ Project Officers using an agreed consultation guide to review successes, challenges and lessons learned;
- a site visit; and
- the expression of interest submission.

# 1 Strategic context

## 1.1 Context and need for investment

The Ryde HSHAZ scheme was allocated £520,000 of funding from Historic England for the capital strand and £90,000 of funding from Historic England for the cultural strand. The capital strand was expected to generate £370,000 of match funding from Ryde Town Council and the Isle of Wight Council and £530,000 match-funding from other sources<sup>1</sup>.

The HSHAZ area focused on Ryde High Street between the junctions with Garfield Road to the north and St John's Road to the south. Ryde High Street contains a mix of 18th and 19th century buildings with some 20th century infill and forms a crucial, commercial link between St Thomas Square at the top of Union Street and the upper High Street. Reflecting the change in retail habits over the last decade, the high street is largely characterised by a mix of charity shops, betting shops, discount outlets and vacant units. The existing quality of public realm is almost universally perceived as poor and negatively impacting pedestrian experience.

High streets across the UK face similar challenges. Competition from online shopping and retail parks, rising vacancy rates, and the negative consequences of deprivation such as homelessness and crime are widely recognised as contributing factors to the difficulties experienced by high street communities and businesses. These macro trends are complemented by local trends. In Ryde this included an uninviting pedestrian experience, poorly maintained historic buildings above street level, and a general lack of cohesion in design. At the outset there was also a clear recognition that the scheme should build upon recent progress, such as the establishment of successful new shops, to further enhance the high street's variety and appeal<sup>2</sup>.

## 1.2 HSHAZ scheme objectives

The focus for the HSHAZ activities was to deliver a network of projects that improved the public realm through resurfacing of key streets and pedestrianising the high street. Encouraging people to spend time in the high street and making the area more visually appealing was a priority for the HSHAZ. To complement the broader vision for Ryde, the following proposals were made for the Ryde HSHAZ:

- facilitate the establishment of new uses resulting from the enhanced physical environment to provide a revitalised, creative dynamism to the high street;
- introduce more residential units for underused upper floors or in place of surplus retail units;
- enable an enhanced direct access from the pierhead and transport terminals via the Esplanade to the commercial areas of the high street.

The upgrading of the high street by enhancing the existing heritage assets was seen as a crucial step in the overall transformation of Ryde town centre helping to form an attractive extension to

<sup>1</sup> These allocations are from the first available scheme plans (Y1Q4 for the capital strand and Y3Q4 for the cultural strand)

<sup>2</sup> Ryde HSHAZ Application 2019

Union Street, which had seen investment and upgrade of the environment prior to the HSHAZ funding award.

### 1.3 Strategic alignment

Table 1-1: Ryde HSHAZ – Alignment with strategic priorities		
Policy/Strategy	Objective/Description	Alignment
A Place Plan for Ryde, 2020	<p>Two of the identified challenges to Ryde are urban expansion and sustainable development. The Plan emphasise the need for improved public realm and pedestrianisation in Ryde to increase accessibility. It also points to the underutilisation of Ryde’s unique concentration of cultural and capital infrastructure as a facilitator of economic growth and prosperity. The Town Council’s Vision for Ryde is: <i>“To support and enhance the health, well-being and economy of Ryde to the benefit of residents, local businesses and visitors within a culture that makes best use of our heritage and the beauty of Ryde.”</i></p> <p>The Place Plan acknowledges that there is currently a unique opportunity, to set in motion a plan that will celebrate the distinctive characteristics of place while demanding the best of the new so that quality and authenticity adds richness to a life in Ryde.</p>	As detailed in the Place Plan for Ryde, improving public realm, pedestrianisation and generally improving connectivity of the town centre is of upmost importance. Showing strong alignment with the Place Plan the primary focus of the Ryde HSHAZ was the public realm and pedestrianisation of the high street.
Island Planning Strategy, 2020	The fundamental issues the Island Planning Strategy aims to address are environment, community, growth, housing, economy and transport. Of particular importance is community and provision of an attractive, functional, health promoting, accessible, inclusive and adaptable environment while respecting the character of the area and its historical foundations. The strategy states that existing and new public realm should be well integrated in projects allowing for clear and legible pedestrian and cycle connections, high quality public spaces and green infrastructure to access it. The Council noting support for the creation of locality hubs and community engagement opportunities to ensure integration of proposals with residents and provision of social and community infrastructure.	The objectives of the HSHAZ programme, utilising the unique character, heritage and culture of places to support high streets, communities and economies is clearly closely aligned with the interconnected aims of the Island Planning Strategy. Two HSHAZ programmes were delivered, Ryde and Newport which were designed to support the wider Isle of Wight regeneration and planning strategies.
Complementary funding	<p><u>National Lottery Heritage Fund</u></p> <p>In 2011, Ryde were awarded £49,300 to create the Ryde District Heritage Centre. A further grant was awarded to the Ryde Townscape Heritage Initiative to refurbish the basement too. This site was run by volunteers. Local groups and organisations in Ryde received funding from the Heritage Lottery Fund including initiatives to researching and documentation of the town’s local history, maritime heritage, and cultural traditions.</p> <p><u>Levelling Up Funding</u></p> <p>In 2021, the Isle of Wight Council secured a total of £5,800,000 from the previous government’s Levelling Up</p>	Historically Ryde high street has not been a focus for regeneration programmes. Funding has prior to HSHAZ focused on the Esplanade and Union Street and the. HSHAZ funding was designed to address this gap and revitalise the high street.

	Fund. Part of this funding contributed towards revitalising Ryde's Esplanade and improving connectivity to heritage sites, helping to draw more visitors to the town's historic waterfront.	
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## 1.4 Activities

### 1.4.1 Capital strand

The main focus of Ryde HSHAZ was the public realm works and pedestrianisation of the high street to encourage footfall and increase the character of the environment on offer for residents and visitors alike. However, consultations indicate that an existing contract limited the extent to which these public realms work could be undertaken. A total of four shopfronts were restored along Ryde high street and a range of feasibility studies, business cases and supporting documents were produced which were intended to support future heritage regeneration led development in the HSHAZ zone. The projects supported included;

- **Project 1 Project Officer Costs**
- **Project 2 Public Realm Projects** – including the pedestrian zone and the Union and High Street link. Development of a Parameter Plan to establish feasibility and requirements of developments. Delivery of a complementary concept design to establish an overall theme and design.
- **Project 3 'Heart of Ryde'** – collection of events
- **Project 4 Design Guide and Publicity Materials** – commissioned to raise awareness, profile and recognition of the Design Guide.
- **Project 5 Shopfront and Building Improvements Scheme**
- **Project 6 Ryde Town Hall Business Case** – research for and preparation of a business case to support the acquisition of Ryde Town Hall for the building to be restored, renovated and refurbished for sustainable use.
- **Project 7 St Mary's Estate Feasibility Study**
- **Project 8 St Thomas Church** – supporting the restoration, renovation and refurbishment of St Thomas Church (which was purchased by Ryde Town Council in January 2021)
- **Project 9 The Department Feasibility Study** – feasibility study for the takeover of 'The Department' to provide a new creative art space for Ryde
- **Project 10 'Pride in Ryde'** – Ryde HSHAZ community engagement, facilitating working groups and consultation events
- **Project 11 Monitoring and Evaluation**

- **Project 12 Aspire Dance Hall Feasibility Study**
- **Project 13 Planning Enforcement Officer**

The forecast expenditure of the capital strand over the four-year programme is set out in **Table 1-2** below. The HSHAZ scheme attracted higher levels of match funding than expected. The analysis of costs and benefits forecast and achieved is presented in Section 3 below.

<b>Table 1-2: Capital Strand Forecast Expenditure</b>					
	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Historic England grant	£90,982	£176,033	£135,000	£120,000	<b>£522,015</b>
Local authority funding	£20,000	£140,000	£105,000	£105,000	<b>£370,000</b>
Other matched funding	£157,951	£313,000	£26,000	£35,000	<b>£531,951</b>
<b>Total</b>	<b>£268,933</b>	<b>£629,033</b>	<b>£266,000</b>	<b>£260,000</b>	<b>£1,423,966</b>

*Note: Forecast expenditure is from the Y1Q4 scheme plan, which is the first record of the forecast costs.*

#### 1.4.2 Cultural strand

The cultural strand was managed by the Ryde Cultural Consortium, a group comprising cultural organisations throughout Ryde, led by the Ryde Arts CIC. The overarching theme of this strand was ‘Waving the Flag’, with a main aim to celebrate, support, and grow the Ryde annual carnival and ensure its sustainability for the future. The cultural strand consisted of the following activities to engage with community and their cultural potential:

- **Project 1 Waving the Flag** – celebrating, supporting and developing Ryde Carnival to ensure its sustainability for the future. Activities included a Charles Dimmick Community Engagement project, engaging young people with resource packs. Three art and craft organisations were commissioned to create window installations celebrating the towns heritage. A pop-up trail (with QR code) showcased the heritage and history of the town in a digital form.

There was no forecast expenditure for the cultural strand until 2022/23 Q4 (Y3Q4). This forecast expenditure is presented in **Table 1-3** below.

<b>Table 1-3: Cultural Strand Forecast Expenditure</b>					
	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Historic England grant	£0	£25,465	£43,154	£26,381	<b>£95,000</b>
Local authority funding	£0	£0	£0	£0	<b>£0</b>
Other matched funding	£0	£0	£0	£0	<b>£0</b>
<b>Total forecast funding</b>	<b>£0</b>	<b>£25,465</b>	<b>£43,154</b>	<b>£26,381</b>	<b>£95,000</b>

*Note: Forecast expenditure is from the Y3Q4 scheme plan, which is the first record of the forecast costs.*



## 2 Project delivery and management

The HSHAZ was delivered by Ryde Town Council and the Isle of Wight Council and was led by an HSHAZ Project Manager based within the Ryde Town Council. A Steering Group and Community Group (each comprising an assortment of members from the local community such as local councillors and other interested stakeholders) were established to enable key discussions and decisions for the scheme.

The position of Project Manager was held by four different individuals over the duration of the scheme, and at one point in time this individual acted as project manager for both the Ryde and Newport HSHAZ schemes.

The Historic England team supporting the delivery of Ryde HSHAZ included a Project Officer, a Project Lead and a Senior Responsible Officer.

The Cultural Strand of work was led by the Ryde Arts CIC and coordinated the Ryde Cultural Consortium which was a group of multi-disciplinary leaders from civic, community and creative organisations. The overarching theme and priorities of Ryde HSHAZ cultural delivery were aligned with those of Consortium members. Cultural strand projects were delivered by the following partners:

- Ryde Carnival Association
- Ryse Arts
- New Carnival Company
- Shademakers

There was limited collaboration between the capital and cultural delivery teams and this resulted in the schemes largely being designed and delivered separately with potential for cross fertilisation and impact not maximised. It was also noted that the delivery of the cultural scheme was independent from the overview of the wider scheme's project manager.



## 3 Project progress

### 3.1 Overview

This section assesses the Ryde HSHAZ against its agreed target costs, outputs, and objectives. As set out in Section 1, the earliest capital scheme plan was in Y1Q4, although target outputs were not stated until Y2Q2. The earliest cultural scheme plan with forecast costs and outputs by was in Y3Q4. The target costs and outputs have changed over time approved through the project adjustment process with Historic England.

### 3.2 Capital strand

The Ryde HSHAZ Capital Strand invested £1,086,000 which was 24 per cent below the forecast expenditure of £1,424,000.

This underspend of the overall scheme was attributable to reduced local authority funding (by £218,000) and other matched funding (by £67,000) compared to the forecast figures. In comparison Historic England funding was £138,000 higher than forecast. The largest variance is in 2021-2022 where spending was significantly below forecast reflecting to a large extent the impact of Covid 19 and the delay to the public realm project.

Table 3-1: Ryde HSHAZ Capital Strand – annual forecast spend					
	20/21	21/22	22/23	23/24	Total
<b>Forecast expenditure</b>					
Historic England Grant	£90,982	£176,033	£135,000	£120,000	<b>£522,015</b>
Local Authority Funding	£20,000	£140,000	£105,000	£105,000	<b>£370,000</b>
Other Matched Funding	£157,951	£313,000	£26,000	£35,000	<b>£531,951</b>
<b>Total forecast spend</b>	<b>£268,933</b>	<b>£629,033</b>	<b>£266,000</b>	<b>£260,000</b>	<b>£1,423,966</b>
<b>Outturn expenditure</b>					
Historic England Grant	£181,190	£223,623	£135,000	£120,000	<b>£659,812</b>
Local Authority Funding	£0	£26,166	£14,493	£106,439	<b>£147,098</b>
Other Matched Funding	£168,451	£13,735	£43,262	£53,572	<b>£279,020</b>
<b>Outturn capital spend</b>	<b>£349,641</b>	<b>£263,524</b>	<b>£192,755</b>	<b>£280,011</b>	<b>£1,085,930</b>

The majority of projects were delivered in line with the original HSHAZ cost allocation. However, the public realm projects, a key focus for the programme, were substantially underspent reflecting the lack of progress made in realising the forecast public realm improvements.

Spending on the production of a design guide and publicity material, the shopfront and building improvement scheme, and the feasibility studies for the St Mary's Estate were all greater than forecast. The underspend on the public realm project allowed funding for a project enforcement officer and a £90,000 feasibility study for 'The Department' to become a new creative arts and cultural space and a feasibility study for the Aspire Dance Hall.

Table 3-2: Ryde HSHAZ Capital Strand – spend performance by project				
	Outturn expenditure	Forecast as of Y1Q4	% of forecast (RAG)	% of new target
Project 1 Project Officer	£126,909	£99,982	126	100
Project 2 Public realm projects	£124,906	£167,000	75	100
Project 3 'Heart of Ryde'	£350	£20,000	2	100
Project 4 Design guide and publicity material	£14,575	£10,000	146	100
Project 5 Shopfront and building improvements scheme	£166,143	£125,000	133	100
Project 6 Ryde Town Hall business case	£39,922	£20,000	100	100
Project 7 St Mary's estate feasibility study	£11,347	£20,000	57	100
Project 8 St Thomas Church	£29,794	£25,033	119	100
Project 9 The Department feasibility study	£90,235	£0		100
Project 10 'Pride in Ryde'	£32,182	£35,000	92	100
Project 11 Monitoring and evaluation	£9,500	£0	-	100
Project 12 Aspire Dance Hall feasibility study	£13,950	£0	0	100
Project 13 Planning Enforcement Officer*	£0	£0	-	-
<b>HE Grant (sub-total)</b>	<b>£659,813</b>	<b>£522,015</b>	<b>126</b>	<b>100</b>
LA Funding	£147,098	£370,000	40	100
Other match funding	£279,020	£531,951	52	100
<b>Total</b>	<b>£1,085,931</b>	<b>£1,423,966</b>	<b>76</b>	<b>100</b>

Note: Assessment status is green for <=100%, 100%<amber>=110% and red for >110%

\*This information was not disaggregated within the scheme plans; however, funds were redirected from underspend of other projects.

The most significant element, and initial focus, of the scheme was the public realm improvements and associated pedestrianisation of the Ryde high street. Originally, this project was forecast to deliver 1,760sqm of improved public realm but substantial barriers to delivery resulted in this project not proceeding despite continued effort by stakeholders **and no outputs are attributed to HSHAZ**. However, funding has subsequently been secured by Ryde Council to take forward the project largely as originally conceived, building in part and learning from the negotiations and early concept work undertaken as a result of the HSHAZ.

Ryde HSHAZ delivered on most of the remaining output targets across the high street.

The scheme delivered a total of four heritage asset restorations/conservations and a further four reinstated/restored shopfronts along the high street which were well received. Complementary to the physical capital works, the Ryde HSHAZ commissioned the production of five feasibility studies for local heritage assets and a further four supplementary planning and design guidance documents.

To support these works, the scheme delivered a total of five consultation events and activities with local stakeholders, a professional training activity and 40 engagement activities, compared to the target figure of 35.

However, due to the failure of the public realm scheme, the level of outputs attributable to HSHAZ is lower than expected.

Table 3-3: Ryde HSHAZ Capital Strand – output performance				
	Achieved outputs	Forecast as of Y2Q2	% of forecast (RAG)	% of new target
Number of historic building or heritage asset repaired/conserved	4	4	100	100
Number of historic shopfronts restored or reinstated	4	5	80	100
Public realm area improved (sqm)	0	1760	0	100
Number of feasibility studies	5	5	100	100
Supplementary planning or design guidance	4	4	100	
Number of consultation events/activities (including online)	5	5	100	100
Number of engagement events/activities (including online)	40	35	114	100
Number of public events/activities (e.g. open day)	2	2	100	100

Note: Assessment status is green for <=100%, amber for 65-100%, and red for <65%

### 3.3 Cultural strand

As stated above, the evaluation of the cultural strand performance is made difficult by a lack of information in terms of forecast output and spend targets and profiles from the beginning of the HSHAZ programme.

The overall spend for the cultural strand was £89,271, slightly less than the forecasted £95,000. Cultural activities were delivered under the umbrella of the ‘Waving the flag’ project which was entirely funded by Historic England.

Table 3-4: Ryde HSHAZ Cultural Strand – spend performance			
	Outturn expenditure	Forecast as of Y3Q4	% of forecast target (RAG)
<b>Cultural strand</b>			
Project 1 Waving the Flag	£89,271	£95,000	94
<b>HE Grant</b>	<b>£89,271</b>	<b>£95,000</b>	<b>94</b>
LA Funding	-	-	-
Other match funding	-	-	-
<b>Total</b>	<b>£89,271</b>	<b>£95,000</b>	<b>94</b>

Note: Assessment status is green for <=100%, 100%<amber>=110% and red for >110%

As with expenditure, given the date when the forecast of outputs was agreed, unsurprisingly almost all output targets for the Ryde HSHAZ cultural strand were met and many were significantly exceeded including, the number of consultation events/activities, the number of exhibition open days and the total number of artworks and installations produced over the scheme's duration. A total of three training sessions were delivered to volunteers, an activity that was not originally forecast.

Only three quarters of the proposed eight public engagement events and activities could be delivered due to restrictions implemented by the pandemic.

Table 3-5: Ryde HSHAZ Cultural Strand – output performance			
	Achieved outputs	Forecast as of Y3Q4	% of forecast target (RAG)
<b>Cultural Strand</b>			
Number of artworks / installations	8	7	114
Number of exhibition open days	25	18	139
Number of consultation events/activities	2	1	200
Number of engagement events/activities	20	20	100
Number of public events/activities	6	8	75
Number of training sessions provided to volunteers	3	0	-

Note: Assessment status is green for <=100%, amber for 65-100%, and red for <65%

## 4 Value for money

A value for money assessment has been undertaken in line with HM Treasury Green Book, Ministry of Housing, Communities and Local Government (MHCLG) Appraisal Guide, and relevant departmental guidance such as the Department for Culture, Media and Sport (DCMS) Capital and Heritage Framework. As set out within the MHCLG Appraisal Guide, projects should be appraised based on a **Benefit Cost Ratio (BCR)**<sup>3</sup>.

Monetised costs and benefits from over the HSHAZ programme have been converted to 2024/25 prices using the Gross Domestic Product (GDP) deflators. As all benefits and costs have been inserted in Year 0 with appropriate 2024/25 values applied, there is no discounting required in the analysis. Zero optimism bias has been applied as the costs are known and have been expended. Additionally, no optimism bias has been applied to the benefits as the analysis is based on actual outputs. However, the uncertainty in any values is explained.

The following benefits have been monetised, with 71.5% additionality applied based on guidance for regeneration through capital projects and image/culture:

- **Cultural use (capital and cultural strand):** As set out in the Culture and Heritage Capital Evidence Bank, which is cited in the Green Book Wellbeing Guidance, these benefits relate to the willingness to pay of local residents to attend cultural events and assets. This value has been applied to the attendees to engagement and cultural activities, as well as forecasted attendees to artworks/installations.
- **Heritage use and non-use – historic buildings conserved (capital strand):** Use and non-use benefits from the historic buildings or heritage assets repaired/conserved have been estimated using benefit transfer approaches from the DCMS Cultural and Heritage Capital Evidence Bank. ‘The Economic Value of Heritage: A Benefit Transfer Study’ considered use and non-use values from works to improve the maintenance and conservation of historic buildings in various cities, a similar initiative to the historic building conservation works in the HSHAZ programme. We have applied the use value to the estimated footfall in each HSHAZ from the mobile phone data and the non-use value to residents in the local authority (minus the users).
- **Heritage use and non-use – shopfront improvements (capital strand):** The restoration and improvement of historic high street shopfronts is a key component of the capital element of the HSHAZ programme. This aspect of the programme cannot be accurately valued using a benefits transfer approach in which the use and non-use economic benefit findings of an existing similar study, for example from the DCMS Evidence Bank, would be applied. For this reason, AMION has undertaken a bespoke contingent valuation and benefits transfer study as set out within the next section to assess the use and non-use economic benefits attributed to the restoration and improvement of historic high street shopfronts delivered across England through the HSHAZ programme. We have applied the use value to the estimated footfall in each HSHAZ from the mobile phone data and the non-use value to residents in the local authority (minus the users).

<sup>3</sup> The BCR can be interpreted as the estimated level of benefit per £1 of cost. It is used as the core element in the measure of Value for Money (VfM) when interventions involve a net cost to the public sector.

- **Wellbeing benefits from volunteering (capital and cultural strand):** As set out in the Green Book Supplementary Guidance for Wellbeing, volunteering is associated with enhanced wellbeing, with the value estimated using the subjective wellbeing valuation approach cited in this government guidance. The core from the Wellbeing guidance has been applied to the volunteer hours.
- **Strategy development (capital strand):** There has been a substantial proportion of the resource allocated to a wide range of feasibility, research, heritage and conservation management studies. Our assessment has assumed that these development studies are likely to at least deliver benefits in line with their costs, given that they have been led by local partners in line with need and will support future project delivery.
- **Distributional benefits (capital and cultural strand):** The approach used to calculate distributional effects is that set out in the HM Treasury Green Book, based on equivalised disposable household income and welfare weights (the estimate of the marginal utility of income). The Green Book distributional weighting framework is constructed using data from the DWP Households Below Average Income (HBAI) dataset. For Ryde, there is a distributional weight of 1.1:1.

The monetised benefits from the capital and cultural strand are shown below. The main capital strand benefits are driven by the heritage benefits from historic assets conserved and the historic shopfront improvements. The capital strand's benefits are lower than expected due to the failure to deliver the public realm project and therefore there are no monetised benefits arising from this key component of the scheme.

The cultural strand benefits arise from attendees to events delivered during the HSHAZ programme, particularly the public events which attracted a significant number of attendees.

	<b>Capital strand</b>	<b>Cultural strand</b>	<b>Total Ryde HSHAZ</b>
Heritage Use	£515	-	£515
Heritage Non-Use	£325	-	£325
Cultural use	£2	£50	£52
Wellbeing from volunteering	£3	£4	£7
Strategy development	£251	-	£251
Distributional analysis	£64	£1	£65
<b>Total benefits</b>	<b>£1,160</b>	<b>£234</b>	<b>£1,394</b>

Table 4-2 below demonstrate the results of the cost-benefit analysis. Ryde HSHAZ is assessed to have an **overall BCR of 0.89:1**, which is **considered 'poor'** value for money ( $0 < \text{BCR} < 1.0$ ). The cultural strand has a BCR of 0.51:1 and the capital strand has a BCR of 0.93:1. The capital strand underperformed due to the reduced public realm capital outputs in comparison to targets. Whilst the cultural strand exceeded many of its agreed targets, the level of outputs was not sufficiently high to represent value for money accordingly to MHCLG guidance.

**Table 4-2: Ryde HSHAZ – Evaluation Summary Table**

	Capital strand	Cultural strand	Total Ryde HSHAZ
A. Present Value Benefits (£m)	£1.16	£0.06	£1.22
B. Present Value Costs (£m)	£1.25	£0.11	£1.36
C. Net Present Social Value (A-B)	-£0.09	-£0.05	-£0.14
D. BCR (A)/B)	0.93:1	0.51:1	0.89:1
E. VfM category	Poor	Poor	Poor

We have also considered the following non-monetisable benefits using a seven-point scale from 'large adverse to large significant' within the MHCLG Appraisal Guide. These non-monetised benefits include:

- **Legacy impacts (including public realm scheme)** – moderate beneficial (important benefit but will not on its own significantly impact on VFM)
- **Image and community perceptions** – slight beneficial (small benefit unlikely to have material impact on VFM)
- **Cultural sector development** – slight beneficial (small benefit unlikely to have material impact on VFM)

The project is still likely to represent '**poor**' value for money based on the monetised BCR and the non-monetised benefit assessment, but it could move towards 'acceptable' if large legacy impacts were delivered. The project has currently failed to deliver its main priority, the extensive public realm and pedestrianisation project, which has meant there is a lack of outputs for the level of investment in the area. However, funding has now been secured for the public realm and pedestrianisation project and the HSHAZ scheme did contribute to this positive position.

As the public realm works have not yet taken place, it is not currently possible to attribute benefit to the HSHAZ funding within the core assessment, but this has been considered within a sensitivity test. **If the full public realm scheme was delivered with 1,760sqm of enhanced space, the BCR for the Ryde HSHAZ scheme as part of this sensitivity test would increase to 1.01:1, indicating 'acceptable' value for money.**



## 5 Insights, lessons learned, and legacy impacts

As set out in the Purpose of the Case Study section, this document is not an evaluation of the Ryde HSHAZ scheme. Its main purpose is to review achieved outputs, assess likely value for money, and identify successes and challenges arising from a facilitated workshop.

### 5.1 Key successes

The main success for Ryde HSHAZ is the **development and publication of the Commercial Frontages Design Guide that will influence the frontage and signage of buildings** in both Ryde and Newport.

The improved shopfronts have all been very well received with good feedback from both owners and customers and anecdotal information suggests the improvements have led to increased turnover for recipient businesses. Stakeholders have also pointed to the refurbishment of ‘The Department’ an iconic Grade II listed building in Ryde as a new creative space for cultural businesses and artists and the community. Although outside of the initial HSHAZ designated zone HSHAZ funding supported the development of the concept and redesign in a multi funded project to bring this heritage asset back into public use. The building is expected to open in March 2025.

### 5.2 Challenges

A significant challenge for Ryde HSHAZ was the inability to bring forward the key plank of the HSHAZ scheme, namely the pedestrianisation and public realm works.

Another challenge faced by Ryde HSHAZ was the **changing of project officer and other key staff**, which affected communication between the steering group and Historic England and consistent oversight of scheme progress and deliverables.

The public’s perception of how and where money was spent was negative as it became clear that the pedestrianisation would not take place and only minimal public realm improvements were delivered. It was reported that there was concern that the core problems facing the high street were not being addressed and funding was supporting temporary activities and events.

### 5.3 Legacy impacts

The production of the **Commercial Frontages Design Guide which, in association with Newport HSHAZ, which is expected to shape the future regeneration of both town centres**. A tangible legacy impact of the Ryde HSHAZ scheme is the funding of a planning enforcement officer although concerns were raised by the community group as to whether this position should be funded through the HSHAZ rather than through the Council.

The delivery team, which included the Council, has learnt a lot from the design and delivery of the HSHAZ Scheme in Ryde, particularly in relation to managing complex highway and public realm works. This learning has led to the current positive position with bringing forward the public realm and pedestrianisation project. The HSHAZ scheme has also supported **important conversations and demonstrated the potential of high quality heritage led regeneration to bring economic, social and environmental benefits to residents, visitors and businesses**. Stakeholders

have advised that the delivery of the HSHAZ has improved relationships between Ryde town Council and the Isle of Wight Council which creates a strong foundation for collaboration in the delivery of successful future initiatives.

## 5.4 Lessons learned

Ryde HSHAZ saw a total of five project managers over four years. The high **turnover of staff more widely is likely to in part have contributed to under delivery against Scheme objectives.**

**Complex projects have significant lead times and require all stakeholders to be involved in their concept, design and delivery** in order to identify barriers to delivery including planning, existing contractual terms and cost. In a short life programme, it is challenging to deliver such major projects.

Business premises are often occupied by leaseholders rather than owners. As was found in a number of HSHAZs blocks or multiple units were owned by pension funds or owners not locally based. Improvements to shopfront works required permission from landlords and this added to the complexity and time required to agree and carry out works. This situation was realised after the project was allocated funding and caused limitations regarding proposed and actual works carried out. A **period of programme development time would have allowed for further scoping of local context** and consideration as to the opportunities for delivery with the given budget and programme delivery profiles and end dates.