

Subject: Town Centre Master Plan – Consultation Proposals

Report to: EMT 8<sup>th</sup> December 2016

Economic Development Committee 19<sup>th</sup> December 2016

Report by: Kate Watts, Transformation Programme Manager

## **OVERVIEW/RECOMMENDATIONS**

This report proposes a consultation process in relation to the draft master plan for the Town Centre.

It is recommended that committee note the content of this report and agree to the consultation process as detailed within this report.

## **1. BACKGROUND**

1.1 In February 2015 full Council approved a £1,000,000 investment in the Town Centre. This was in response to the Town Centre experiencing a steady decline in occupied shops and decreasing footfall figures, with residents, businesses and stakeholders all voicing concerns about this.

1.2. Longer term, there was no vision in place for the Town Centre and as a result there was no strategic policy in place to guide investment and future plans. Therefore alongside a package of short term improvements, a longer term master planning study for the Town centre was commissioned, which commenced in August 2015.

## **2. MASTER PLAN PROCESS**

2.1 A master plan is a plan that shows an overall development concept which includes urban design, landscaping, infrastructure, service provision, circulation, present and future land use and built form. It provides a structured approach and creates a clear framework for developing an area.

2.2 Carter Jonas a multi-disciplinary consultancy with masterplanning expertise was awarded this commission. In developing this master plan they have engaged with stakeholders including our market traders, elected Members and industry professionals in areas such as landscaping and transport.

2.3 In developing the draft master plan (see Appendix 1 for a copy of this master plan); a vision for the Town Centre has been developed. To deliver this vision, six key project areas have been established, these are

- Station Gateway
- Market Place
- The Conge
- Hall Plain
- The Rows
- The Heart of the Town Centre (Regent Road/Regent Street)

2.4 The next stage of the master plan process is to consult with stakeholders about this draft master plan, prior to finalising this document.

### **3. MASTER PLAN CONSULTATION PROCESS**

3.1 A communications strategy has been developed to support this consultation process, (see Appendix 2 for a copy of this strategy). Consultation will take place from Monday 9<sup>th</sup> January 2017 – Monday 30<sup>th</sup> January 2016, and in summary people will be able to take part in the consultation:

- By attending a staffed drop-in exhibition stand in Market Gates Shopping Centre, which will be held on one day of each week.
- On the council's website [www.great-yarmouth.gov.uk/have-your-say](http://www.great-yarmouth.gov.uk/have-your-say) All documents will be posted here, with a link to a Survey Monkey form.

- By picking up and completing one of the paper consultation forms in the Town Hall's foyer. The exhibition stand will be in the foyer when not at the drop-in events.
- In order to engage young people, a staffed exhibition stand and morning visits to Great Yarmouth College and Great Yarmouth Sixth Form College will be arranged. Members of the working group will be invited to help facilitate at these drop-in events.
- At the start of the consultation, there will be a stakeholder session (to include a workshop) at the Town Hall for all stakeholders previously involved in the process. A separate session for market traders will also take place. Members of the working group will be invited to help facilitate the sessions.
- To ensure that all councillors are involved in the consultation process, members of the working group will be encouraged to present the draft masterplan to their respective political groups.

### 3.2 Further encouragement in participation with the consultation will include:

- An article based around the key messages appeared in the winter edition of the Borough News.
- There will be two press releases issued in advance of the consultation starting, plus a media briefing on the first day (please see details in section 3.3).
- A banner "advert" will appear on the borough council's website homepage, linking through to the online version of the press release, which in itself will link to the consultations section.
- An article, linking through to the press release/consultations section, will feature in Tidings, the internal newsletter for councillors and staff.

- Letters based around the key messages will be posted to every business in the masterplanning area whose details are on the business rate system.
- Senior market officer, Mandy Atkinson, will be asked to feature an article in the newly-created market newsletter.
- For the majority of the key partners, emails advising of the consultation and ways to take part will work well. These can also be sent to those on Strategic Planning's consultations directory.
- The economic development team and the borough council's neighbourhood managers will be asked to forward details to their key contacts.
- Sustained and proactive social media activity on the council's social media channels will take place, both slightly in advance of and during the consultation period. The Town Centre Partnership will be asked to do the same.
- Suggested is a social media campaign based around current photographs of the key project locations, and artist's impressions showing what they could become.

3.3 Liaison with the media will be important as part of this process and will include:

- A pre briefing with the media and key stakeholders on the day of the draft masterplan being published.
- Following the special economic development committee meeting on December 19, a press release will be issued, based around the key messages, with the aim of informing the public about the consultation starting in the New Year.

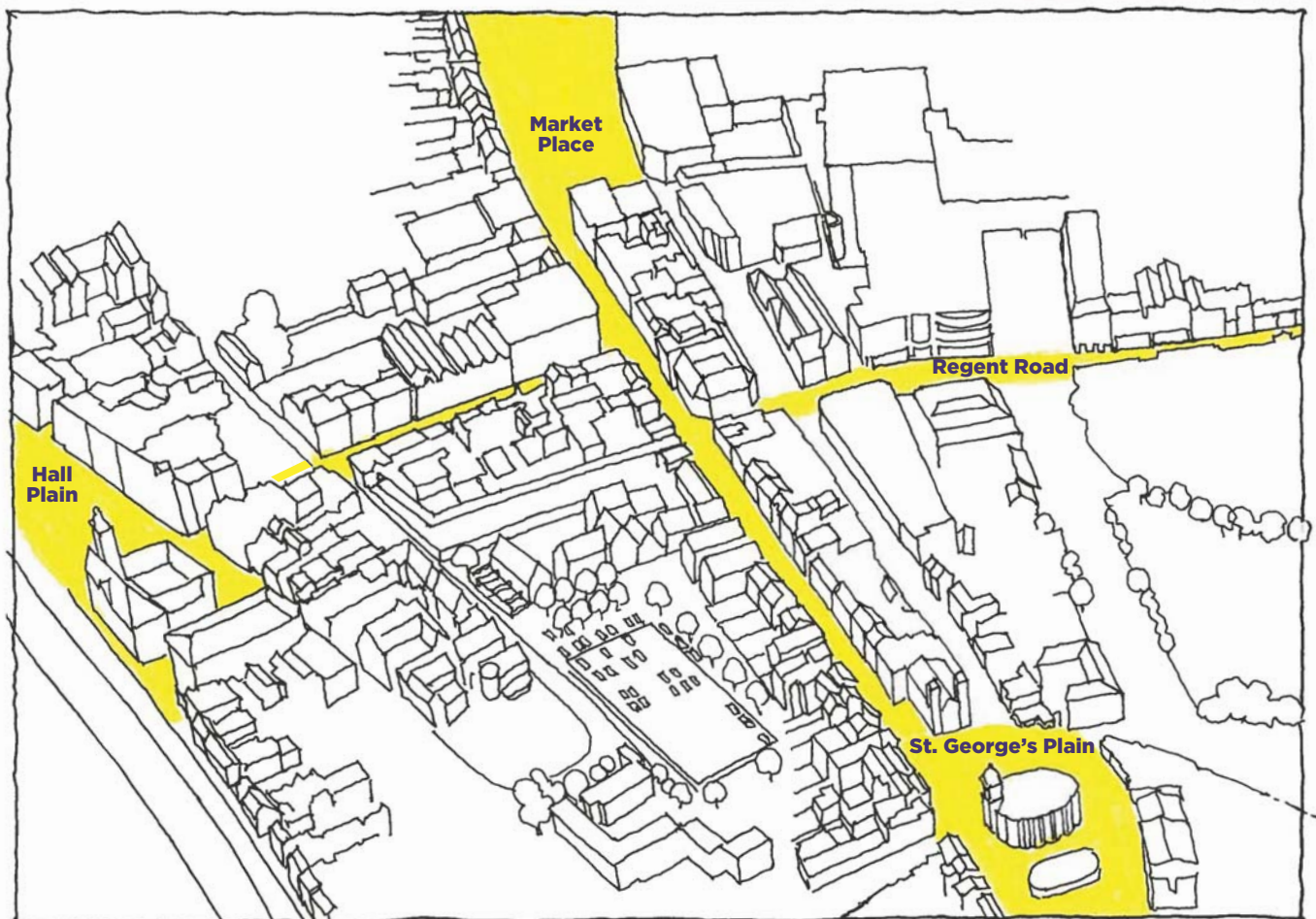
- A similar press release will be issued during the week before the consultation as a reminder.

3.4 All feedback will be collated at the end of the consultation period, and subsequent recommendations for change will be made as appropriate prior to finalising and approving the master plan document.

#### **4. CONCLUSIONS AND RECOMMENDATIONS**

4.1 It is recommended that committee note the content of this report and agree to the consultation process as detailed within this report.

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	"The Plan"
Financial Implications:	None re consultation
Legal Implications (including human rights):	N/A
Risk Implications:	N/A
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A



**GREAT YARMOUTH**  
**TOWN CENTRE MASTERPLAN**  
**CONSULTATION DRAFT, DECEMBER 2016**



**GREAT YARMOUTH**  
BOROUGH COUNCIL



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# EXECUTIVE SUMMARY

This masterplan sets out the Council's commitment to and ambition for the regeneration of the town centre over the coming decade. Here we evidence the different factors that together make Great Yarmouth town centre such an opportunity – and priority – for investment. We present our vision statement and introduce a series of projects which can deliver them over the course of the coming decade. We explain the resources we commit to the implementation of the masterplan in three phases up to 2025, and provide a detailed action plan summarising how the various masterplan projects will be phased, funded and implemented, and the different parties that need to be involved in developing and delivering them.

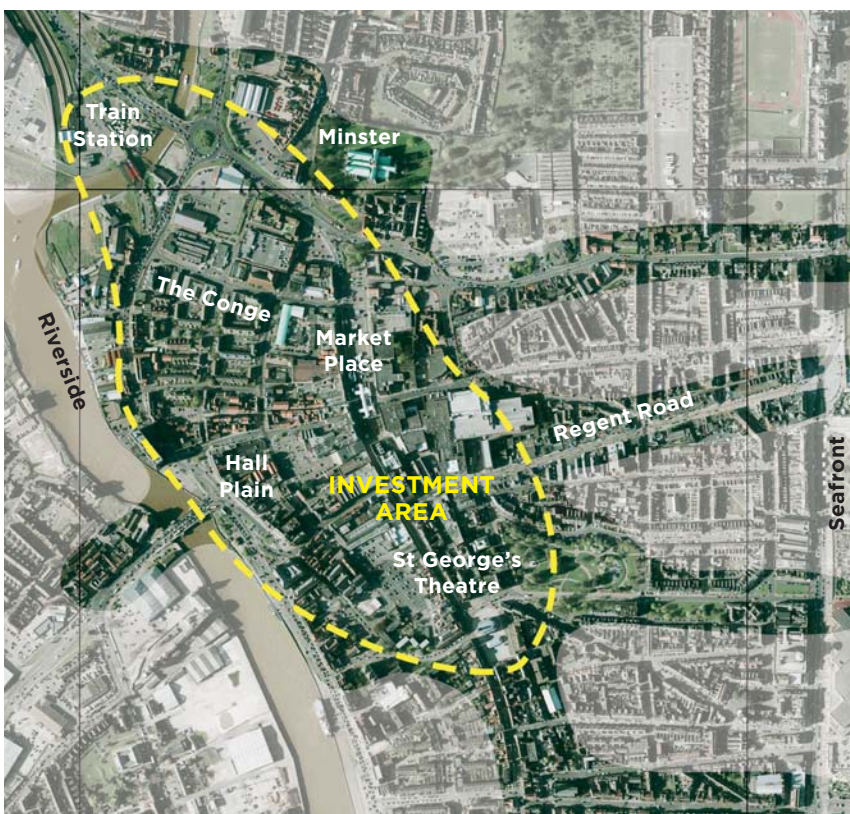
The study area for the town centre masterplan encompasses the entire area east-west between the seafront and the Yare riverfront, and north-south corresponding to the length of the historic town walls. Within this general area we define a masterplan **investment area** where the council will work with stakeholders to target investment to achieve the greatest regeneration impacts.

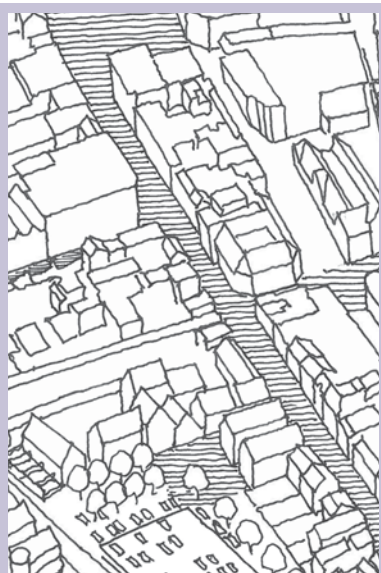
All aspects of the **preparation process** for this masterplan were overseen by Great Yarmouth Borough Council's Leader, Town Centre Members' Working Group and Chief Executive. It also involved engagement with a range of stakeholders including market traders, bus operators, Highways Authority, developers and commercial operators. Initial public consultation took place in August 2015 and formal public and stakeholder consultation is planned for January 2017.

The Great Yarmouth **opportunity** is based on a number of factors. The town centre's inherent value and the extent of public landownership make it strategically placed to benefit from the growing economy of the town and borough as a whole, as well as from new strategic infrastructure investments and joined-up governance at regional level. It is a priority for the council to support and enable this outcome to better serve its residents, their aspirations and their life chances. Together these factors make a compelling case for private and public sector investment.

**Our vision for the town centre is that, by 2025, new investment and employment in the town centre is generating renewed pride in Great Yarmouth and building confidence for the future.**

We aim to deliver this vision by focussing our efforts on realising **six interconnected objectives**, which we have developed in consultation with stakeholders and the general public, as follows.





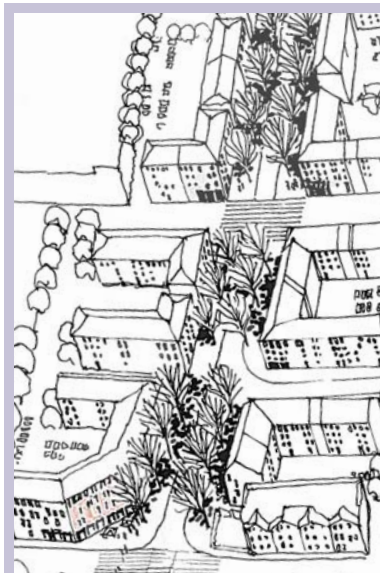
#### **a. Strengthening the Heart of the Town Centre**

Objective: The heart of the town centre – around the junction of King Street and Regent Street/Regent Road – has regained its vitality with a range of new occupiers and operators including a leisure-based anchor, cafes, bars and restaurants.



#### **b. Improving the market and Market Place**

Objective: Trade and custom in the 6- & 2-day markets is greatly improved, supported by new stalls and service facilities and by the newly-paved Market Place, which has created a beautiful setting for an expanded programme of outdoor events and for the improved frontages.



#### **c. Transforming the Conge**

Objective: The Conge is transformed, with new mixed-use development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Marketplace.

#### **d. Creating a sense of arrival at the train station**

Objective: The setting of the train station creates a new sense of arrival and departure, and the first phase of new development around the station is ready for delivery, connecting it to The Conge.

#### **e. Unlocking the potential of Hall Plain**

Objective: With the 3rd river crossing near completion, there is significant commercial interest in refurbishment and new development on Hall Plain, and the council has already put in place guidance to ensure that existing buildings are conserved and enhanced.

#### **f. Linking it all together**

Objective: Wayfinding is improved across the town through key parts of the network of Rows, with footfall significantly increased and commercial vacancies significantly reduced.

The council is committed to leveraging its own existing programmes and operations to **support and deliver** this masterplan, particularly in securing inward investment and through the appointment of a dedicated team to oversee this programme of work. We provide a detailed action plan for the delivery of the masterplan proposals, phased over the eight years to 2025 as follows.

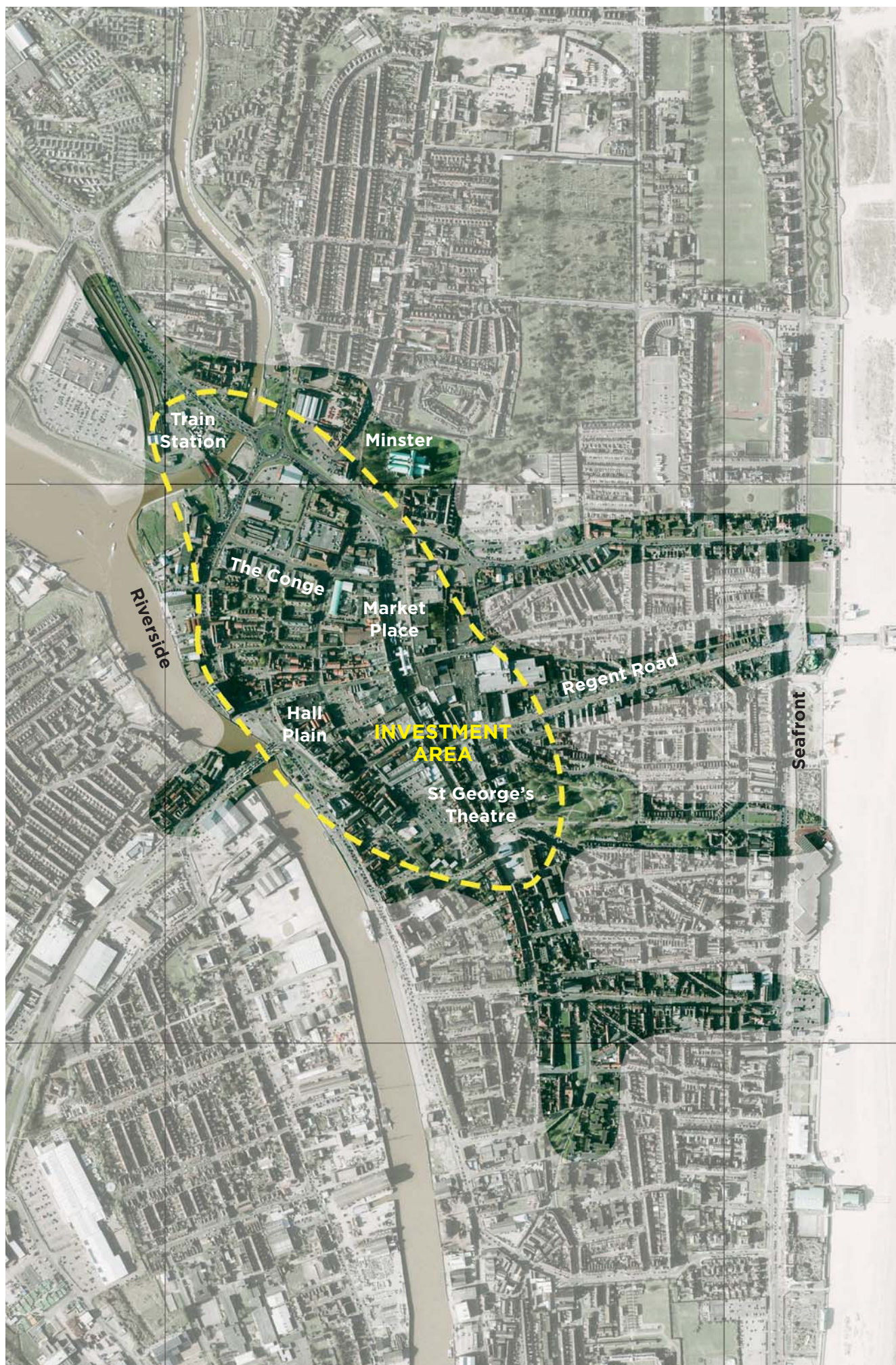
**Phase 1: 2017-2018**, aligned to the appointment of new council resources and focussing on early wins and confidence building measures.

**Phase 2: 2019-2020**, the earliest practical deadline by which such major development projects can be designed, approved, funded and delivered.

**Phase 3: 2021-2024**, in which time the 3rd river crossing plans is expected to be delivered, and growing confidence in the town centre can help capture some of the benefits of this major capital investment.

Achieving these objectives in this timescale will enable the **next priorities** and investments to be identified in the context of the third river crossing.







# 1. INTRODUCTION

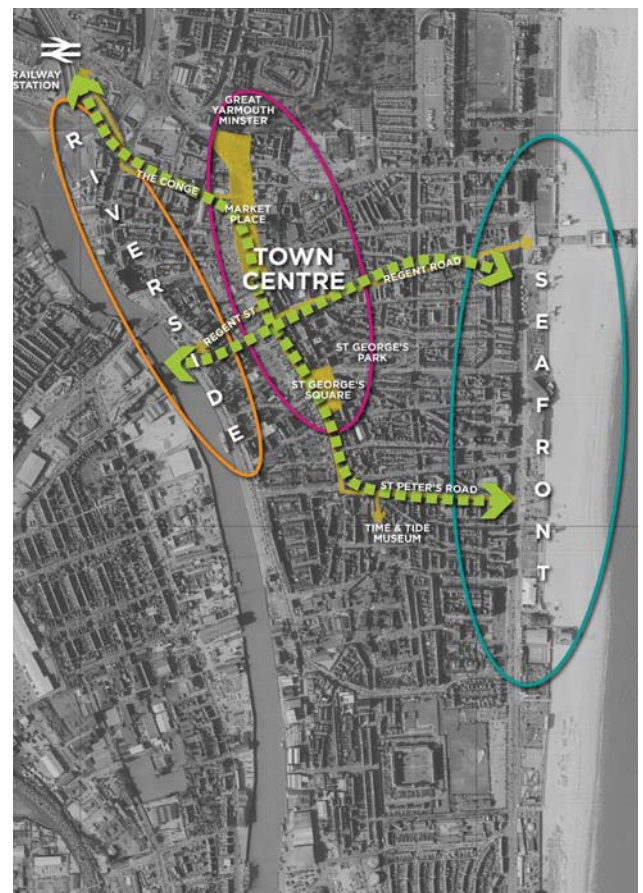
**This section sets out the purpose and scope of this masterplan, the extents of its study area, and the document structure, governance and preparation process including stakeholder involvement and public consultation.**

## 1.1 PURPOSE & SCOPE

The aim of this masterplan is to set out a commercially-realistic and flexible framework for the development of Great Yarmouth town centre up to 2025. Its purpose is to guide new investment in the town so that projects are not only individually delivered to a high quality, but also that they add up collectively to more than the sum of their parts. The outcome of full implementation of this masterplan will be to build confidence and the business case for comprehensive regeneration of the town centre over the following decade.

The masterplan will also provide evidence to inform the Council's emerging Local Plan Part 2: Detailed Policies and Site Allocations document. When completed, the masterplan will be an important material consideration in determining planning applications across the town centre in general, and in particular where proposals are included specifically.

This work builds on Great Yarmouth Town Centre Initiative (2015), which identified a strategic role for the town centre in linking the seafront and the Yare riverside. With each of these three parts of the town developing its own character and function but acting together as one, it proposed that the town can generate a much greater critical mass to support confidence, stimulate investment and drive the local economy.



**Great Yarmouth town centre provides the strategic connection between the seafront and the riverside. (Diagram reproduced from the 2015 Great Yarmouth Town Centre Initiative)**



**Regent Road, looking east towards the seafront**



**Queen Street, looking west towards the waterside**

## 1.2 STUDY AREA & INVESTMENT AREA

The plan on the facing page sets out the area covered by this document, in the context of the key town centre planning policy and conservation areas.

The **study area** for the town centre masterplan encompasses the entire area east-west between the seafront and the Yare riverfront, and north-south between the Minster and the Time & Tide Museum – roughly corresponding to the length of the historic town walls. These are the extents of the area directly relevant to the regeneration of the town centre, reflecting the town centre’s natural, physical and historic boundaries and its thresholds with surrounding areas.

Within this general area is a more clearly defined masterplan **investment area** where the Council will work with stakeholders to target investment to achieve the greatest regeneration impacts.

## 1.3 DOCUMENT STRUCTURE

The masterplan document is structured as follows.

**Chapter 2** sets out the different factors that come together and make Great Yarmouth town centre such an opportunity – and priority – for investment;

**Chapter 3** sets out a vision statement and principles to guide new investment;

**Chapter 4** states the aims of the masterplan in more detail, and presents a series of projects which can deliver them over the course of the coming decade; and

**Chapter 5** sets out the approach to resourcing and implementation of the masterplan in three phases up to 2025.

A range of supporting documents provide a detailed evidence base for this work.



**Public consultation event in Market Place**



**Developer presentations to the Town Centre Members' Working Group**

## 1.4 GOVERNANCE & PROCESS

All aspects of the preparation of this masterplan were overseen by Great Yarmouth Borough Council's Leader, Town Centre Members' Working Group and Chief Executive.

The preparation process was managed by the Council's Transformation Programme and Planning Policy teams, supported by officers with specialist areas of responsibility including conservation, market management and local economic development. Norfolk County Council, as the Highway Authority, provided valuable guidance and support on all aspects of strategic transport including public transport services.

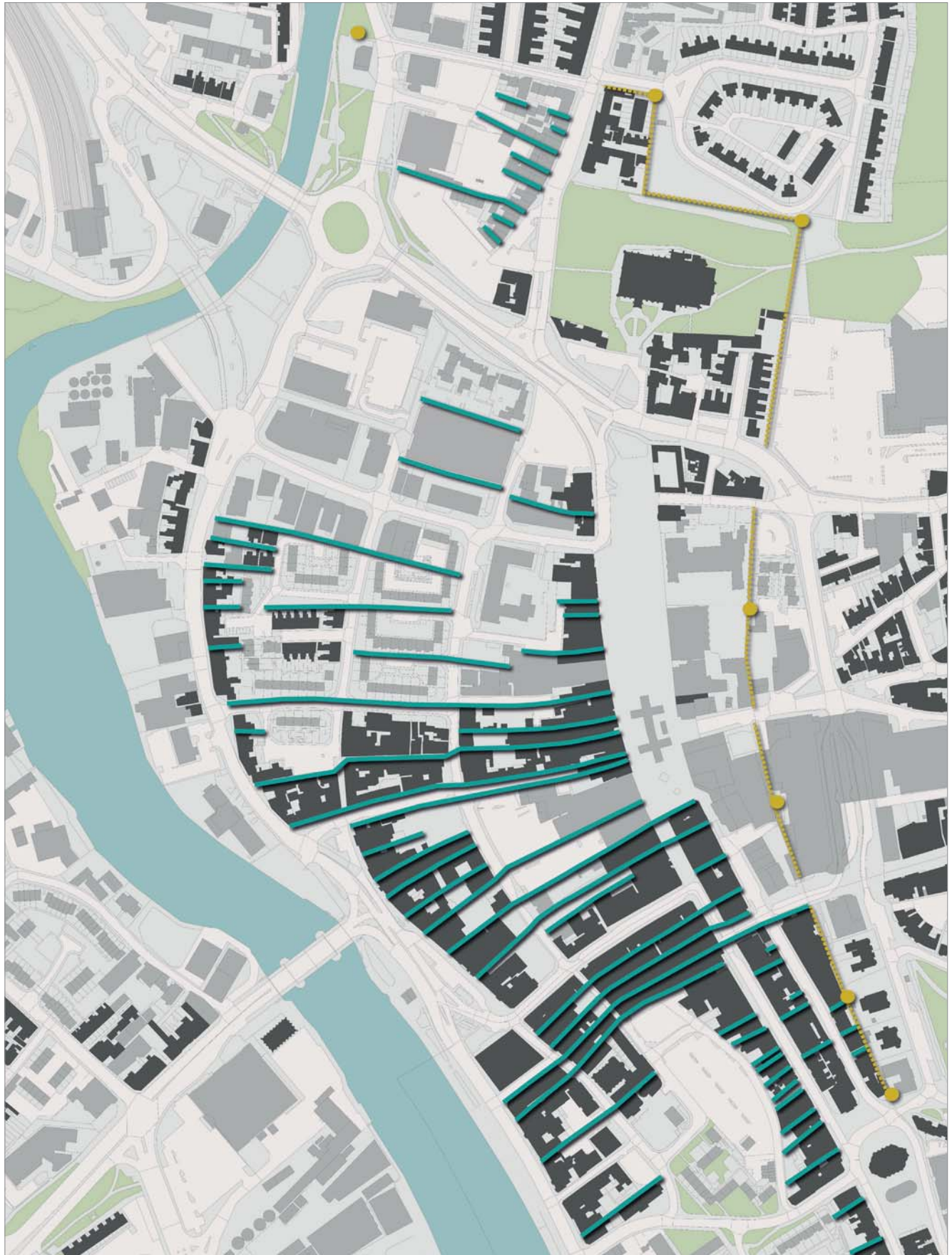
Masterplanning is as much about the process as it is about the end result. This masterplan has evolved through an iterative process, assessing the issues and opportunities, developing a vision, strategies and alternatives, and testing these with the council leadership and executive as well as local businesses, community stakeholders and the general public.

To ensure the preparation of a robust, commercially-viable and deliverable masterplan, the process also engaged developers, investors and existing and potential future retailers and commercial leisure operators. Through this valuable insights were gained on the current market conditions and, amongst operators not currently represented in Great Yarmouth, the appetite for locating in the town centre and what can be done to attract and secure such new investment and development for the town.

The process has accordingly involved the following inter-related workstreams, which have been brought together to create this masterplan:

- Independent appraisal of key aspects of the existing **6- and 2-day market**, and the potential to re-think and re-provide the market working with existing traders.
- Urban **design, heritage and public realm** analysis, to understand the existing assets for place-making and the potential impact of new development;
- Analysis of **movement and transport**, including consideration of pedestrian and cycle movement, public transport bus and rail services, as well as vehicular movement, highways, junctions, and parking.
- High-level **market testing** to assess the potential of the key development sites and principles proposed, in terms of potential uses, quantum of development and indicative layout.





— ROW REMNANT

--- TOWN WALL

■ HISTORIC BUILDING



## 2. THE GREAT YARMOUTH OPPORTUNITY

**This section sets out why the town centre's inherent value and the extent of public landownership make it strategically placed to benefit from the growing economic, new infrastructure, and joined-up governance – and why it is a priority to support and enable this outcome.**

The case for investing in the town centre is based on a substantial evidence base supporting the following rationale:

- The town centre is unique and valuable;
- The local economy is growing and changing;
- New transport infrastructure will have a major impact;
- Governance is joined-up;
- Extensive land is in public ownership and/or is underutilised; and
- The town centre is a council priority.

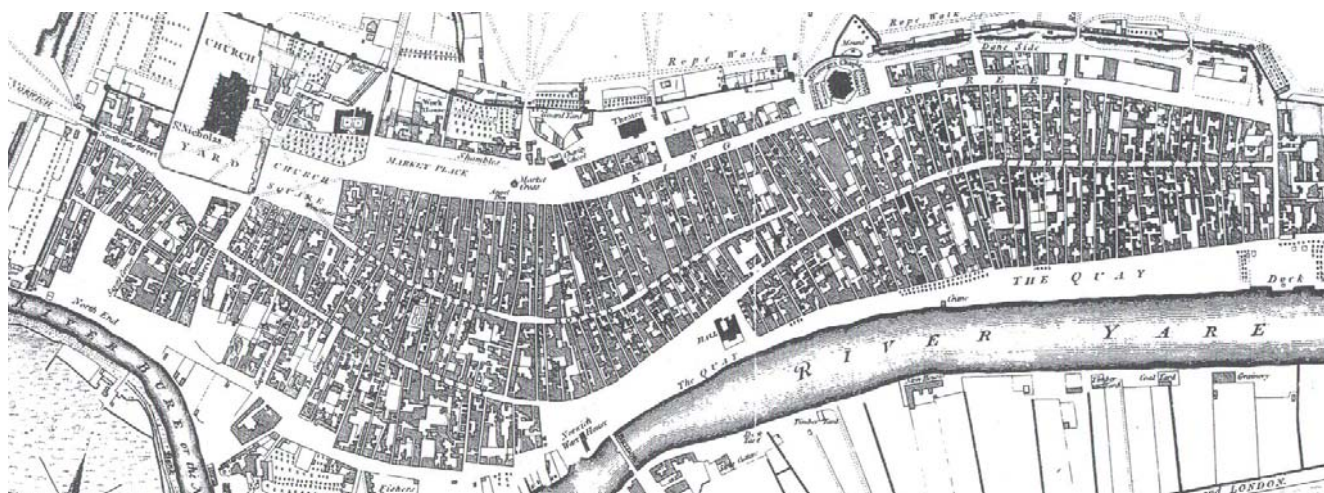
Each element of this rationale is presented in turn on the following pages, considering both the opportunities and the challenges, and building up to a compelling case for investment in regeneration.



**St. George's Theatre (1714), Grade I listed and fully restored in 2009 with support from Cabe, the Heritage Lottery Fund, Norfolk County Council and Great Yarmouth Borough Council.**  
**Above: View along King Street**  
**Below: Cafe and relandscaped St. George's Plain**







Excerpt from Faden's 1797 plan of Great Yarmouth

## 2.1 THE TOWN CENTRE IS UNIQUE AND VALUABLE

Located between the beach and the Broads, the subtle east-west curve of Great Yarmouth's town centre has struggled to compete for attention with its spectacular open landscape setting on either side. Yet it is the town centre where it all started, on the same sinuously curved sandbank still present underfoot, and whose inherent and latent value is under-recognised and underdeveloped based on three key characteristics.

### Unique heritage and sense of place

800 years of Great Yarmouth's history is present and visible today right in the town centre in ways that are unique and superlative. Its medieval marketplace is the largest in Britain and its market has traded continuously in the same spot since the town's charter granted by King John in 1208. After York, its town walls are the most complete in England and include numerous towers, one of which - the South East Tower - is currently being refurbished by Great Yarmouth Preservation Trust for holiday use. The town centre includes many statutory listed buildings including the Grade I Norman Minster Church of St Nicholas, the largest parish church in England; not only does the town share this patron saint with Venice, its unique structure of north-south streets and broad public spaces cross-cut with narrow east west 'rows' provides a contrast reminiscent of nowhere so much as that famous city - and with many of the same opportunities and challenges.

The challenge for the town centre is not just to maintain, conserve and enhance this priceless legacy on a daily basis, but to raise awareness of its quality and unlock its value to drive the regeneration of the whole town.



**The Minster Church of St. Nicholas, Grade II\* listed with parts dating to the early 12th century**



**Entrance to Market Gates shopping centre**



**View of the South East Tower, part of the most complete town walls in the South of England**



**The award-winning Time and Tide Museum of Great Yarmouth life**

## Existing assets and investments

The town centre has a number of assets which have benefitted from major investment in recent years by public and private sectors. The Market Gates Shopping Centre has had a major extension in the past decade to accommodate a Debenhams anchor store, and under its new ownership further investment is planned to improve its access and presentation from Regent Road. The southern reaches of King Street have benefitted from investment to drive heritage-related tourism, including in visitor facilities such as St George's Theatre and the Time & Tide Museum.

The challenge for the town centre is to fully realise the potential of these assets to drive the regeneration of the town.

## Strategic location and good access

The town centre is located between the seafront 'Golden Mile' and the riverside with its protected harbour and long quay. It enjoys good road access, its rail station has an hourly shuttle service to Norwich, and its port has the potential to accommodate ferry services to Holland.

The challenge for the town centre is to exploit its existing access to a wide and diverse catchment across the South East and the East Midlands as well as continental Europe.



## 2.2 THE LOCAL ECONOMY IS GROWING & CHANGING

Great Yarmouth is growing. Each of the three main sectors of the borough's economy – energy, tourism and services – is undergoing a different process of change. Each is of direct relevance to its biggest town and presents different opportunities and challenges for its town centre, the focus of this masterplan.



**Beacon Park, one of Great Yarmouth's Enterprise Zones for Energy**



**Great Yarmouth port serving offshore energy**

### Offshore Energy

Great Yarmouth is England's top supply base for offshore renewable energy, gas and oil. Nationally it is second only to Aberdeen in economic value. Major private stakeholders include Peel Ports, Siemens, and the Gardline Group. Public initiatives include the Centre for Offshore Renewable Engineering (CORE), and Enterprise Zones and 'Assisted Area' designations. The marine energy supply chain is a high value sector with higher income jobs, presenting a major opportunity to capture and retain more of the associated industrial investment and consumer spend.

The challenge for the town centre is to create a broader retail, leisure and residential offer that can attract more of this sector's businesses and workforce.



**Great Yarmouth's 'Golden Mile' seafront promenade and visitor attractions**



**Celebrity chef Heston Blumenthal broadcasting from a Great Yarmouth market stall**



**An extensive programme of events and performances animate the town's public spaces**



**Great Yarmouth Christmas Fayre**

## Tourism & Leisure

Great Yarmouth is England's most popular east coast seaside resort, with 6.7m visitors and £577m spend estimated in 2014 alone. Town centre investment and innovation in conservation-led regeneration and visitor attractions in St George's and the south of the town centre has earned funding and support from Design Council Cabi's SeaChange programme and Heritage Lottery Funding, and been recognised by the Gulbenkian Foundation and European Union awards.

The challenge for the town centre is to continue to broaden the town centre tourism, leisure and retail offer to attract more spend by current visitors, but more importantly to also attract a broader visitor demographic to boost the tourism economy of the town as a whole.

## Shops & Services

Great Yarmouth is the primary retail and service centre for the borough. The town centre Market Gates Shopping Centre was extended in 2008 to provide a new Debenhams anchor store, and its 2011 purchase by national operator Ellandi demonstrates confidence in the town centre's vitality and viability. However, in common with most medium-sized towns across the country, it faces intense competition from out-of-town shopping, higher-order shopping destinations such as Norwich, and increasingly also from online shopping including click-and-collect. Furthermore, the historic 6-day and 2-day markets around which the town's main public open space is organised require urgent intervention to reverse their decline.

The challenge for the town centre is to manage this transition, improve and diversify the retail and market offer, and attract new combinations of leisure, employment and residential uses which can 'take up the slack', drive footfall and stimulate investment.



## 2.3 NEW TRANSPORT INFRASTRUCTURE WILL HAVE A MAJOR IMPACT

Norfolk County Council is leading on the evaluation, planning, design and delivery of a number of major transport infrastructure projects which have the potential for major impact on the town centre.

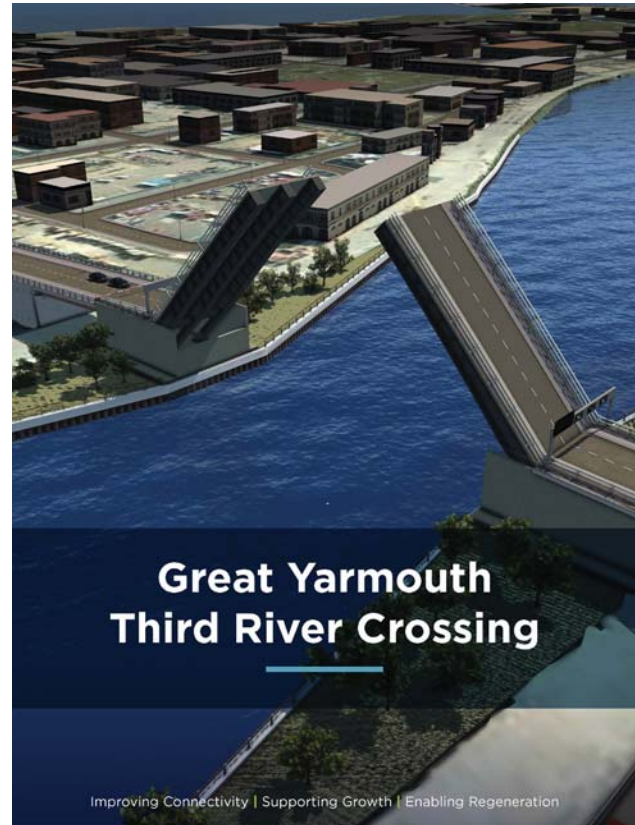
### Road investment

In the short term, the Local Growth Fund has allocated £1m in both 2017/18 and 2018/19 to invest in the link from Great Yarmouth's rail station via The Conge to Great Yarmouth Market Place. Further investment of £9m in a package of sustainable transport measures is available through New Anglia Local Enterprise Partnership. This will fund measures borough-wide to ensure better connectivity.

Added to this, Highways England funding has committed major investment to Great Yarmouth under its Road Infrastructure Strategy 2020-25:

- £300m has been allocated to improve or dual seven locations along the A47/A12 which include the key trunk road junctions in Great Yarmouth - the Vauxhall, Harfrey's and Garton roundabouts. This will help relieve congestion in the heart of the urban area.
- Dualling of the A47 from Blofield to North Burlingham (which lies between Great Yarmouth and Norwich) will significantly improve connectivity between these key urban centres in Norfolk.

The opportunity for the town centre is to steer this short term investment to align with the masterplan proposals, generating an 'early win' and building confidence in its projects.



### Great Yarmouth third river crossing consultation document (Dec 2016)

### Third river crossing

In the medium term, no single investment is likely to do more to boost the regeneration of the town centre than the proposed third river crossing. Costing over £100m, construction of this bridge would begin in 2021 to connect South Denes directly to Harfrey's roundabout on the A12, with the potential to significantly relieve the town centre of port-related traffic. In August 2016 the Department for Transport (DfT) contributed over £1m towards building the project's business case.

The challenge for the town centre is to take this opportunity to reallocate roadscape from vehicles to pedestrians and invest in the public realm. This has the potential to unlock the value of what were historically the town's most prosperous areas with its finest buildings, along the riverside and North Quay from Fullers Hill to Hall Plain and South Quay. A full consideration of the economic benefits of these related investments would also likely provide considerable support to the business case for the bridge project.

## 2.4 GOVERNANCE IS JOINED-UP

Key to successful regeneration is the alignment of vision and strategy and the coordination of investment and communications at local, regional and national scales. It is key to harness national policy agendas for local benefit, and vital to provide certainty about policy and implementation.

### Supportive council strategy and planning policy

In its recently adopted Local Plan Core Strategy (December 2015) the Council has stated that Great Yarmouth needs to reinvent itself as a modern coastal town and take better advantage of the opportunities provided by both its riverside and coastal location, whilst respecting its historic local distinctiveness and character. This is underpinned by a large evidence base including the 2011 retail study which concluded that in order to “continue to hold market share in the long-term, the centre must seek to balance the need to encourage tourism with the need to plan and cater to the needs of existing and future residents”. There is further support for town centre regeneration in the Council’s corporate plan and in its heritage, arts, tourism and other committed strategies.

The challenge for the masterplan will be to link the various corporate strategies and planning policies together into a coherent set of proposals that can give material form and tangible outcomes to realise those commitments in accordance with national and local planning policy objectives.

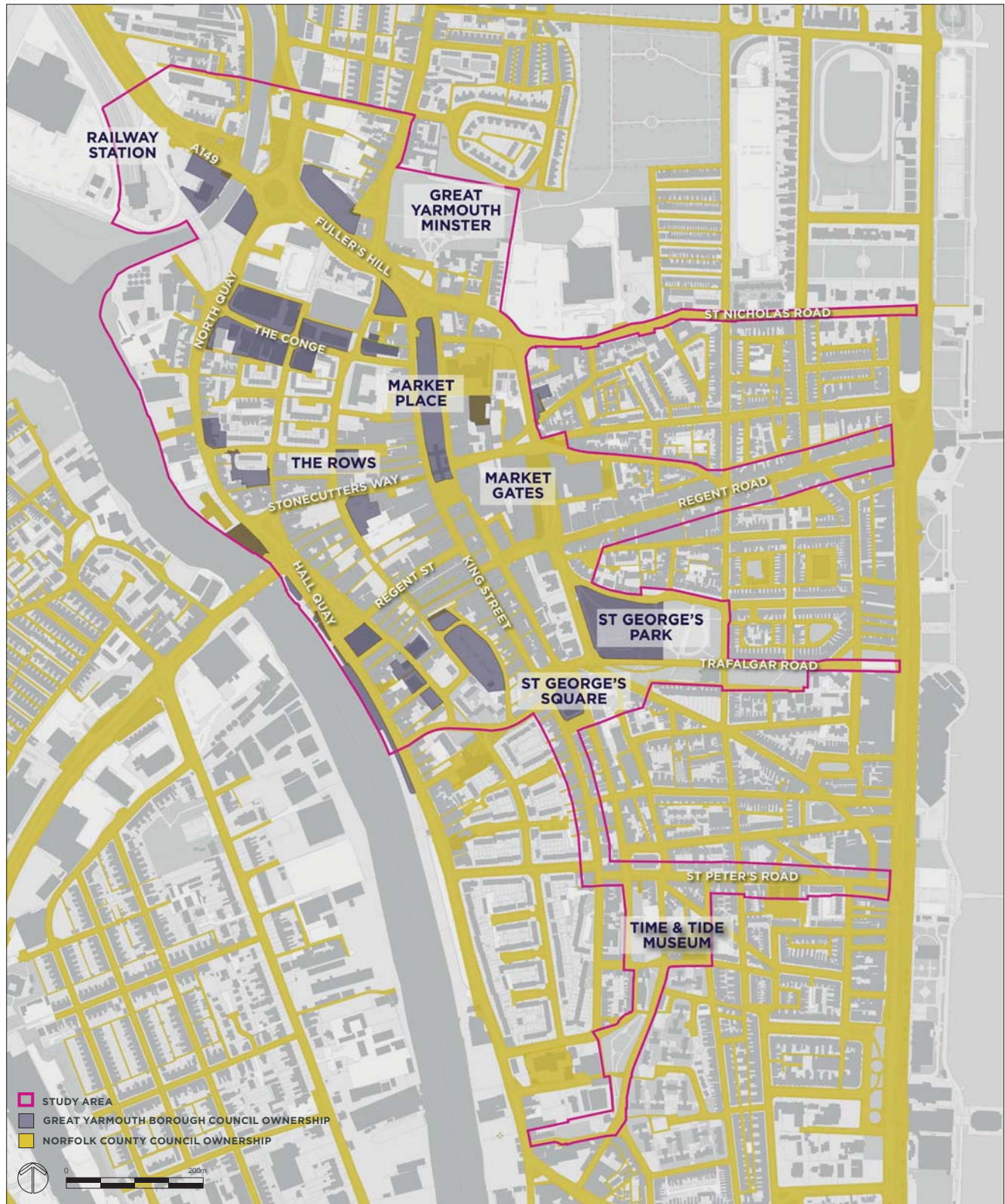
### Alignment of local, regional and national stakeholders

Great Yarmouth Borough Council is working closely with a range of stakeholders at different scales, including Great Yarmouth Town Centre Business Improvement District, Greater Yarmouth Tourism and Business Improvement Area, Great Yarmouth Development Company, Norfolk County Council and New Anglia LEP.



**Great Yarmouth Local Plan Core Strategy**  
(adopted 21 Dec 2015)





LAND OWNERSHIP



**View of The Conge, looking west to North Quay, where there is extensive Council freehold landownership**

## **2.5 EXTENSIVE LAND IS IN PUBLIC OWNERSHIP AND/OR IS UNDERUTILISED**

Extensive areas of the town centre and many buildings are in council ownership and/or are underutilised. This represents a significant opportunity for the masterplan in that the residual value of the land is relatively lower than its potential regeneration value.

### **Council-owned buildings and land**

The council has ownership of extensive assets in the town centre, which can be grouped into a number of categories.

- There are numerous buildings on their own sites. In some cases there are adjacent sites in council ownership, for example at the Conge where many are let out on long leases, but with some leases approaching expiry.
- There are extensive council-owned surface car parks across the town, the legacy of bomb damage and/or postwar clearance.
- There are major landmark buildings including the Town Hall.

Many of these assets could be suitable for development, either with the council retaining an interest or with disposal.

The challenge for the town centre is to understand which assets might be suitable for development and how that can be used by the council to deliver the masterplan objectives whilst supporting any existing business and/or residential occupants to find alternative accommodation.

### **Third-party buildings and land**

In addition to publicly-owned assets, there are extensive privately-owned buildings and sites which are currently vacant or underutilised. This is most apparent right in the heart of the town centre in the area around the junction of the two main thoroughfares – King Street and Regent Street/Road. Recently vacated buildings include the former Marks & Spencer, and the former BHS; in addition many ground floor shops in this area are vacant. At the fringes of the town centre there are other potentially available sites, for example the Royal Mail sorting office at North Quay adjacent to the Fullers Hill surface carpark.

There is evidence that vacancy and underuse in the town centre can be reversed, for example the successful succession of retail uses in the former Co-op building on the east side of Market Place. Another example is the rapid response of the town centre management team through which the council has helped broker new premises in the town centre for successful businesses displaced by the recent fire in commercial properties on Regent Road.

The challenge for the town centre is to replicate the success of these examples and stimulate and support new uses for existing vacant and underused property, particularly in key locations where these are concentrated.





## 2.6 THE TOWN CENTRE IS A COUNCIL PRIORITY

The town centre represents a largely unrealised opportunity for investors, developers and operators alike. However for local people and their elected representatives the stakes are much higher. Status quo in the town centre is simply not an option, and progress towards the following outcomes is a priority for the Council.



**Shrublands Community Archive History Group**

### Better life chances

Great Yarmouth was ranked 20th in the 2015 English Index of Multiple Deprivation. Deprivation is particularly pronounced in the central urban wards and this is reflected in the borough's 'rank of local concentration' (4th). The borough as a whole ranks poorly for income deprivation, where 43% of households have an income under £20,000. The general health of residents is also worse than the England average, and life expectancy is below average for Norfolk and the East of England which is of particular concern as the borough has a higher than average population over 65.

The challenge for the town centre is to ensure that its regeneration is inclusive, recognises local people's culture and identity, and does retain and enhance the services and amenities they have cause to value.



**Great Yarmouth market traders**

**Town centre events and celebrations**

## **Better and more secure employment**

Unemployment and underemployment are significant factors in the deprivation experienced by local people, particularly those resident in the town centre. Unemployment levels in many parts of the borough are twice the national average. In addition there is a distinct seasonal variation with higher unemployment during the winter months, linked to the seasonality of the visitor-related services in which 15% of the population is employed. Importantly, this is felt particularly in the inner urban areas. The Council recognises that tackling unemployment and below average income levels will require a holistic approach, encompassing everything from job creation and retention, to improving skill levels and encouraging flexible working.

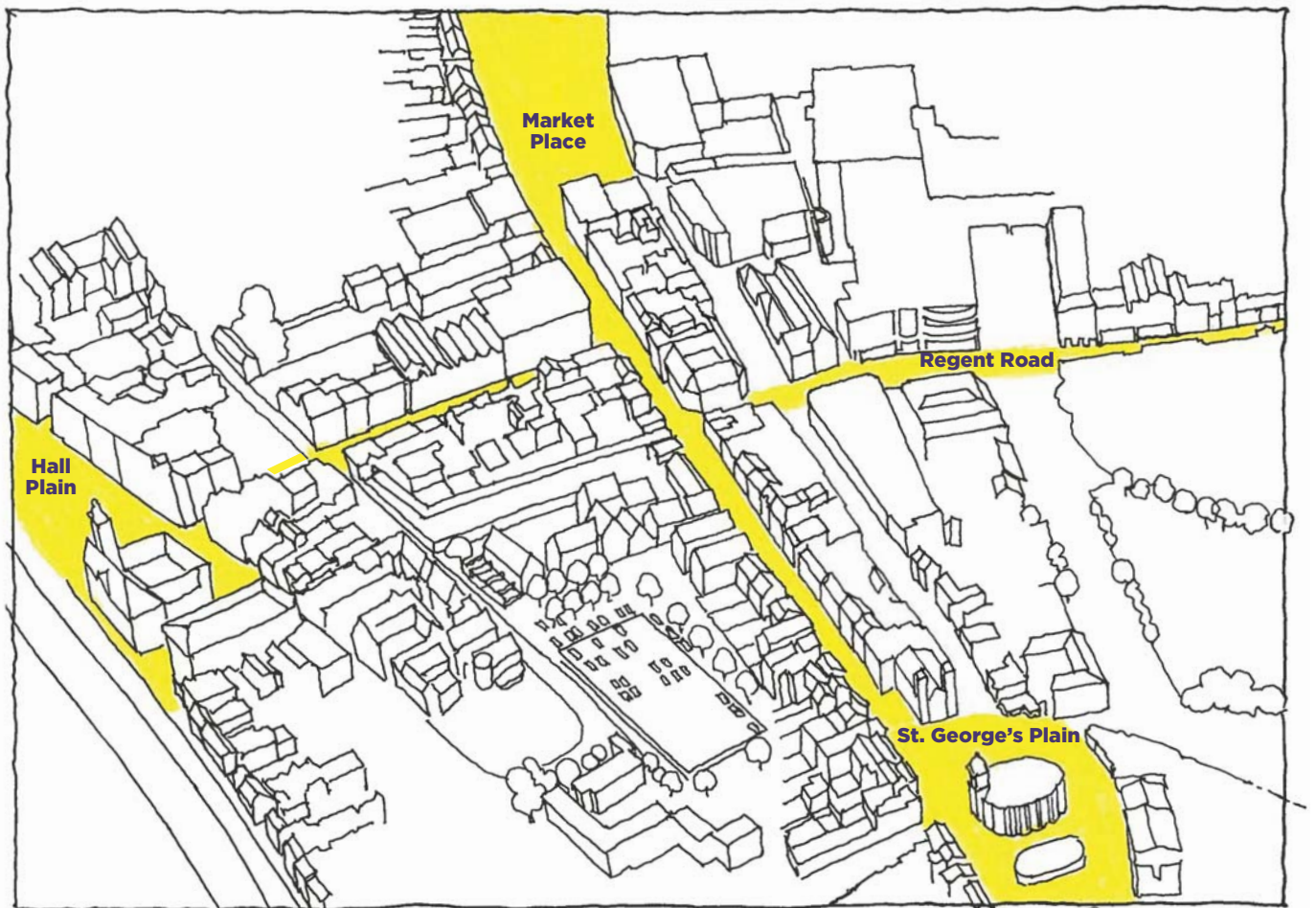
The challenge for the town centre is to redress this vulnerability by diversifying the visitor offer, extending the visitor season, and providing wider employment opportunities in other sectors.

## **A sense of renewal and pride**

Underoccupation and vacancy is increasingly apparent in the town centre's extensive ground floor retail frontage, and is reflected in the rapid shrinkage of the town centre's once thriving 2-day market, leaving its main public open space worryingly empty.

The challenge for the town centre is to identify to what extent these changes are structural, and to then generate sustainable new uses and occupations for the town's unique network of public spaces, streets and rows.





### 3. VISION STATEMENT

**By 2025, new investment and employment in the town centre is generating renewed pride in Great Yarmouth and building confidence for its future.**



**The Heart of the Town Centre – around the junction of King St. & Regent St./Regent Road - has regained its vitality with a range of new occupiers and including a cinema, cafes, bars and restaurants.**



**Trade and custom in the six-day and two-day markets is greatly improved, supported by new stalls and service facilities and by the newly-paved Market Place which has created a beautiful setting for an expanded programme of outdoor events and for the improved building frontages.**

**The Conge is transformed, with new mixed-use development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Market Place.**



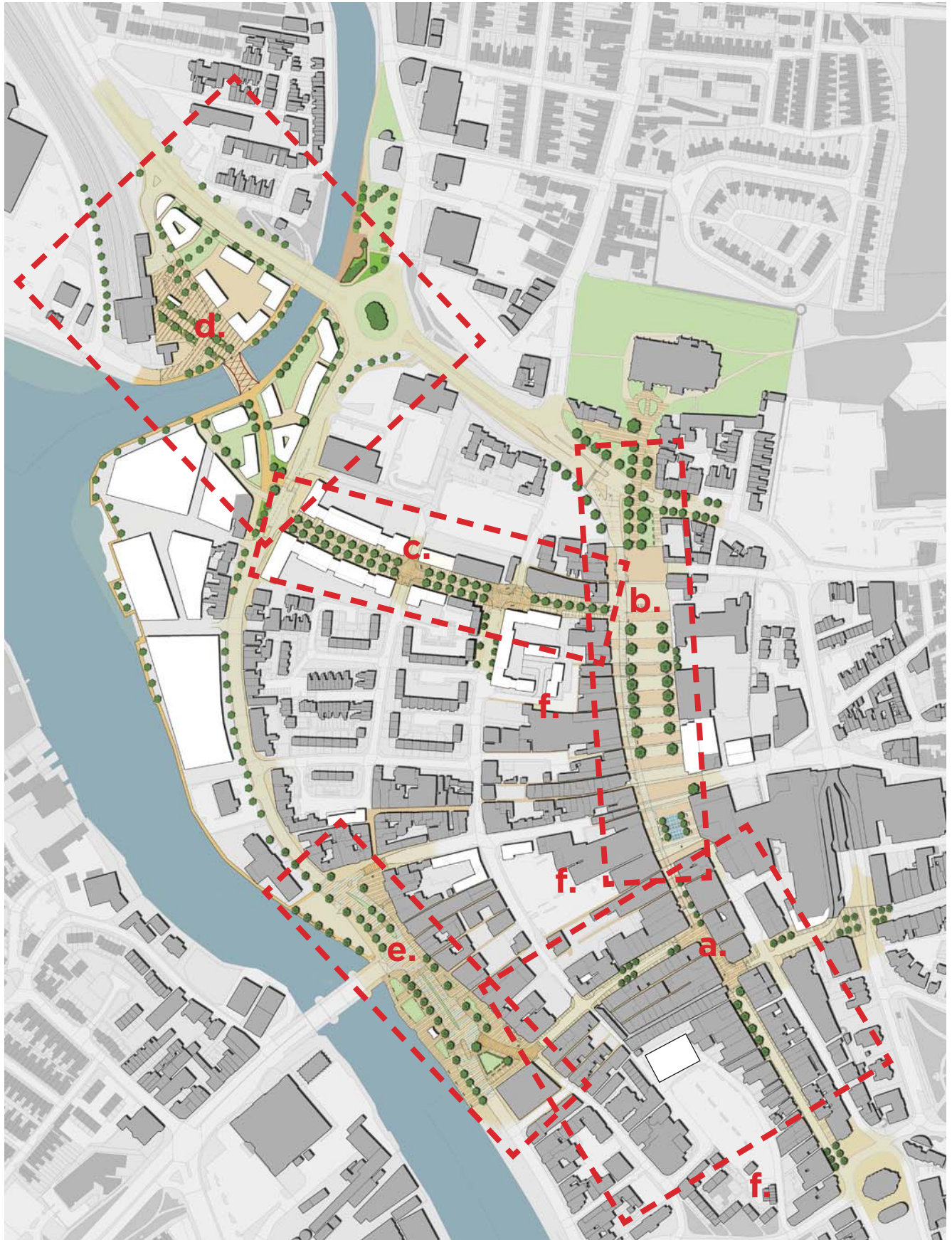
**The setting of the Train Station creates a new sense of arrival and departure, and the first phase of new development around the station is ready for delivery, connecting it to The Conge.**

**With the third river crossing nearing completion, there is significant commercial interest in investing in Hall Plain as a location for premium leisure-based development, and the council has already put in place guidance to ensure that existing buildings are conserved and enhanced.**

**Wayfinding is improved through the whole network of The Rows, with footfall significantly increased and commercial vacancies significantly reduced.**

**The masterplan has been delivered and the scene is set for the next stage of development of the town centre.**





## 4. MASTERPLAN & PROJECTS

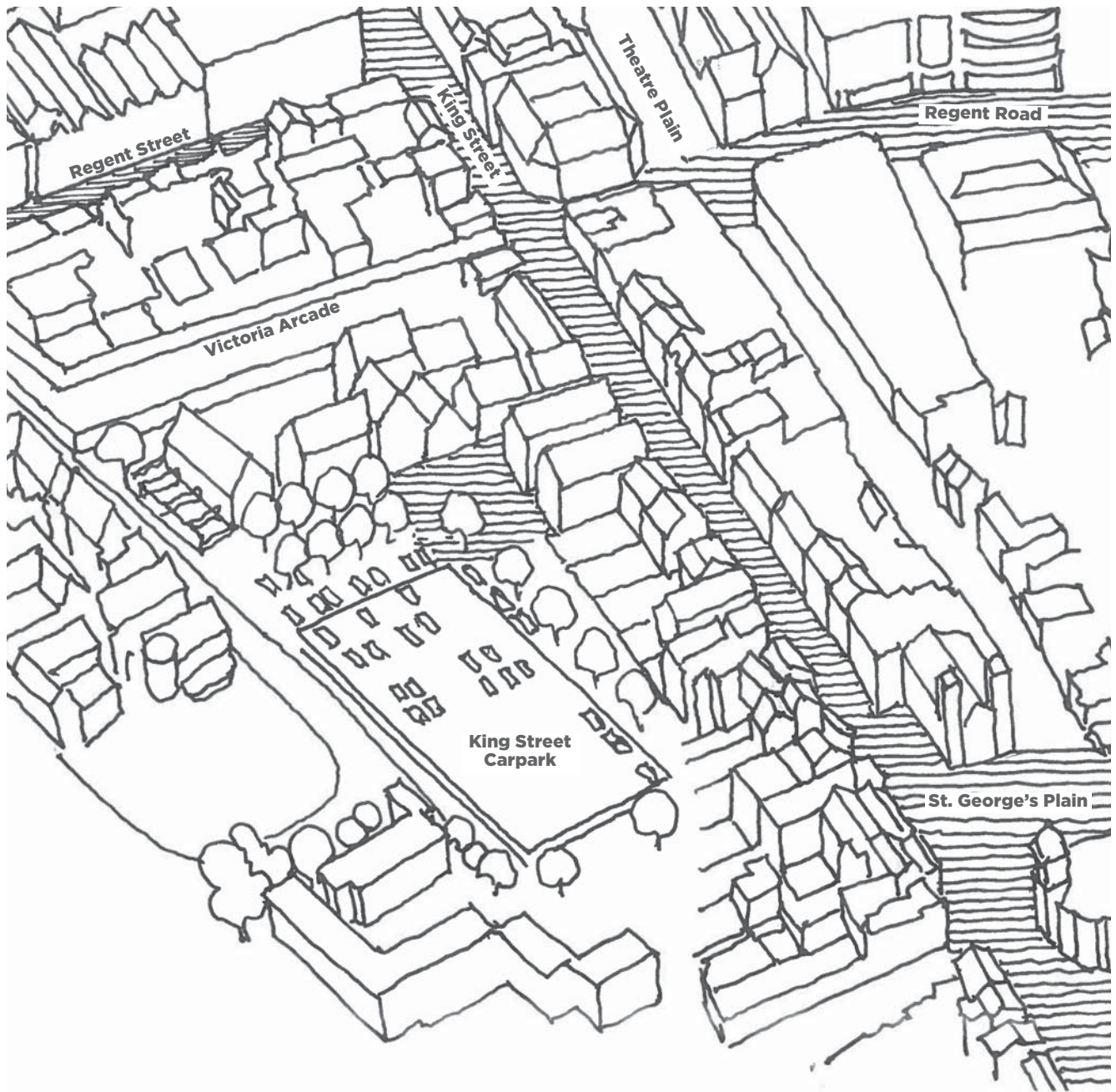
**This section sets out the masterplan for the town centre, organised into the six objectives introduced in the vision statement, each of which can be achieved through a combination of projects delivered by a range of different stakeholders working together.**

Realising the vision and objectives set out on the previous pages will require a series of projects to be implemented in a coordinated way in each location over the coming years.

The masterplan is set out on the facing page, structured according to the six objectives of the vision statement, which are presented in more detail on the following pages:

- a. Strengthening the **Heart of the Town Centre**;
- b. Improving the **Market & Market Place**;
- c. Transforming **The Conge**;
- d. Creating a sense of arrival and departure at the **train station**;
- e. Unlocking the potential of **Hall Plain**;
- f. Linking it all together with **The Rows**.





## **a. STRENGTHENING THE HEART OF THE TOWN CENTRE**

### **Objective:**

**The heart of the town centre – around the junction of King Street and Regent Street/Regent Road – has regained its vitality with a range of new occupiers and operators including a leisure-based anchor, cafes, bars and restaurants.**

### **a.1 New town centre cinema**

Create a new anchor for leisure-based uses in the town centre to complement the existing retail offer and drive the evening economy.

#### Business case, site options, feasibility study

##### **Purpose:**

To determine the best route to deliver this new anchor for the town in the best available location and with the right partners.

##### **Actions:**

- Engage with stakeholders including adjacent traders and landowners.
- Engage with potential development partners, cinema operators, and food & drink operators and franchises.
- Determine and evaluate potential site options.
- Determine and evaluate potential delivery partner options.
- Conduct market testing and develop business case.
- Evaluate evidence and Identify preferred option(s).

##### **Outcomes:**

- The Council is equipped with the evidence base needed to select/determine preferred site(s) and delivery route(s).
- Delivery partners are aware of the leisure opportunities in the town centre.

#### Design and planning

##### **Purpose:**

To determine how the brief and design for the cinema can best respond to the various planning, conservation, access and commercial demands of the site and use.

##### **Actions:**

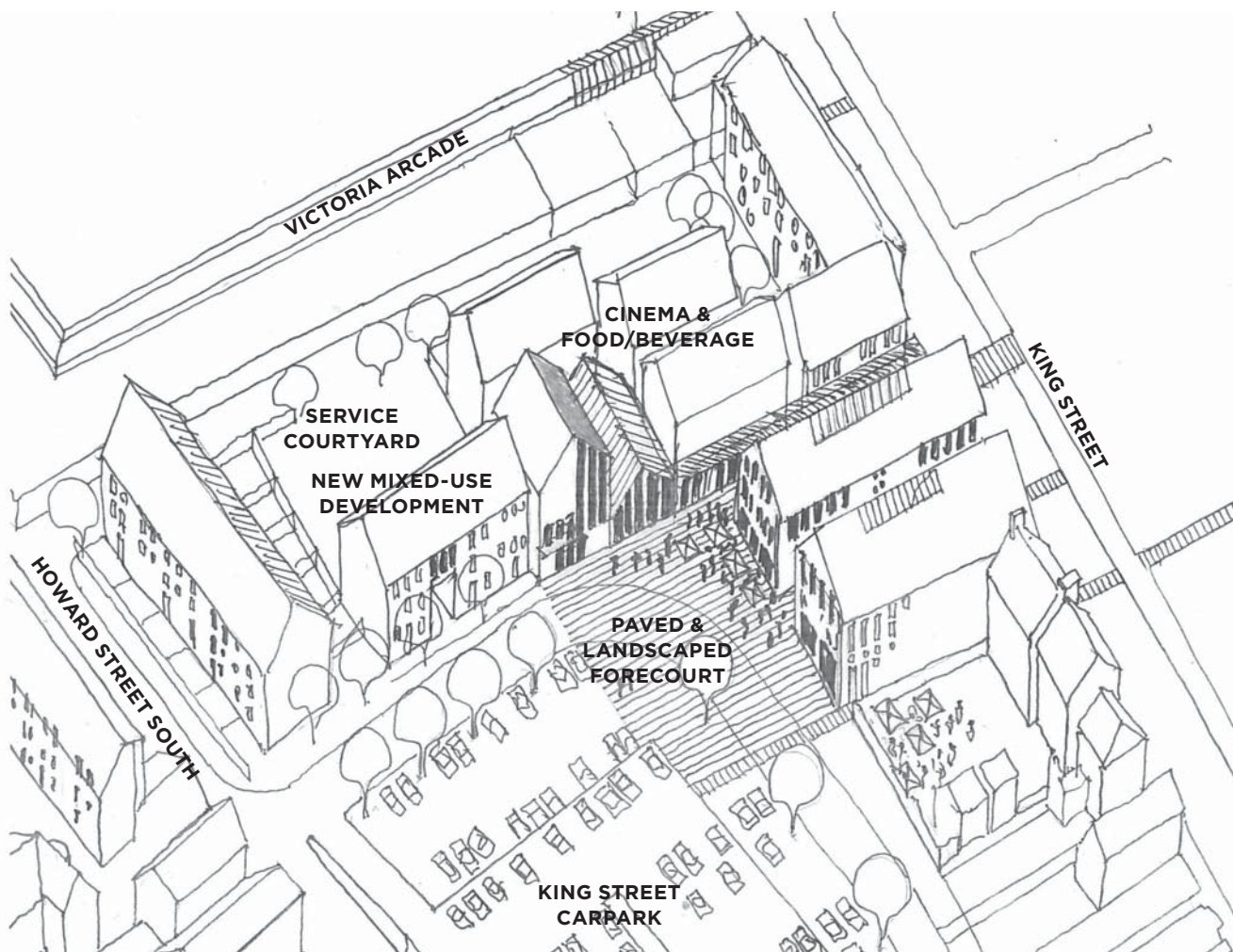
Subject to site selection and delivery route, to include some or all of the following:

- Development partner selection.
- Site acquisition/assembly.
- Design development.
- Planning application.
- Detailed design.

##### **Outcomes:**

- New town centre cinema proposal is ready for construction.





Sketch view of mixed-use cinema, food & beverage development on northern part of King Street carpark, with connection through to King Street



Current aerial view of King Street carpark

IMAGE SOURCE: THETFORD RIVERSIDE



#### Case Study: Thetford Riverside

A number of recent town centre cinema development in East Anglia and beyond provide useful points of reference for the current study, including Thetford Riverside, developed on council-owned land:

- Town centre new-build, completed 2016, on formerly council-owned land.
- Three screen cinema (approx. 100 seats each = total 300 seats) as part of a mixed-use development with a hotel.
- Screens provided at first floor level, with a ground floor cinema foyer and five food & beverage units opening onto the riverside.

The building has been completed and the cinema is in operation, and the first of the food and drink outlets has now been opened.



**‘Red carpet’ cinema launch event**

### Construction and letting

#### **Purpose:**

To deliver the new cinema and secure the right mix of operators.

#### **Actions:**

Subject to site selection and delivery model to include some or all of the following:

- Contractor appointment.
- Cinema, food and drink operator selection.

#### **Outcomes:**

- New town centre cinema is ready for operation.

### Launch and operation

#### **Purpose:**

To celebrate the arrival of a new anchor use in the town centre and raise awareness and custom.

#### **Actions:**

Subject to site selection and delivery route, to include some or all of the following:

- Launch events and marketing.-
- Support landlords and traders to develop food and drink offer across the town centre (particularly King Street and Regent Street) to take advantage of footfall and opportunities associated with the cinema.

#### **Outcomes:**

- The town centre has a new leisure anchor at its heart, driving the food and drink offer and the evening economy generally.
- People locally and regionally are more aware of the renewed town centre leisure offer in Great Yarmouth.



**Outdoor film event in Cambridge**

## **a.2 Town centre film events**

Reintroduce film-based events to the town centre on a temporary basis, using them to establish it as the town's prime location for popular film entertainment in the run-up to the launch of a new cinema-led development.

### Pilot programme of film events

#### **Purpose:**

To test the commercial and consumer/visitor appetite for popular film events.

#### **Actions:**

- Engage with stakeholders including GY Film Festival, GYTCP, GYTBIA, town centre landlords and local and national arts organisations.
- Explore opportunities to partner with Film & TV production companies using GY as a location.
- Develop concept for town centre film-based events as part of the existing festival and/or as stand alone event/s.
- Secure funding, venues, and in-kind support.
- Deliver and evaluate pilot.

#### **Outcomes:**

- Film is taken out of the cinema setting and used to enhance the town centre event programme.
- Local people and visitors experience representations of Great Yarmouth in film.
- Vacant properties are brought back into (temporary) use.
- Knowledge and insight is gained on the local audience for film.

### Regular programme of film events

#### **Purpose:**

To generate and maintain a high profile for film-based events in the town centre.

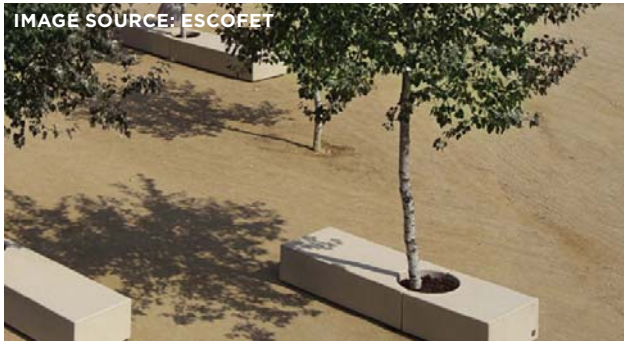
#### **Actions:**

- Engage with stakeholders.
- Refine concept for town centre film-based events.
- Secure funding, venues, and in-kind support.
- Deliver and evaluate programme on an ongoing basis until opening of new cinema.

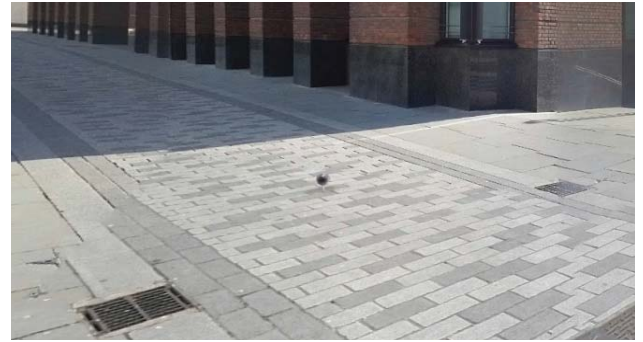
#### **Outcomes:**

- The town centre is re-established as a location for popular film entertainment.
- Public expectation and appetite is stimulated for new cinema development in the town centre.





**Seating and integrated planter example**



**Paving example**

### **a.3 Public realm investment**

Focus investment in the improvement of key connecting streets and spaces in the heart of the town centre.

#### Theatre Plain

##### **Purpose:**

To stimulate movement and commercial activity between the retail pitches on Regent Road and Market Place.

##### **Actions:**

- Engage with stakeholders, including taxi drivers', existing traders and landowners, Market Gates Shopping Centre, and Norfolk County Council.
- Explore scope to relocate taxi rank to west side of Theatre Plain.
- Redesign street including kerb line, bin store and landscaping, to create a wider pavement on east side of street.
- Encourage traders to extend operations to pavement, including pop-up/kiosk uses.

##### **Outcomes:**

- Pedestrian movement is better supported between Market Place and Regent Road.
- Ground floor units utilise pavement for food and drink offer on east side of street.
- Waiting taxis are protected from overheating on west side of street.

#### Regent Street

##### **Purpose:**

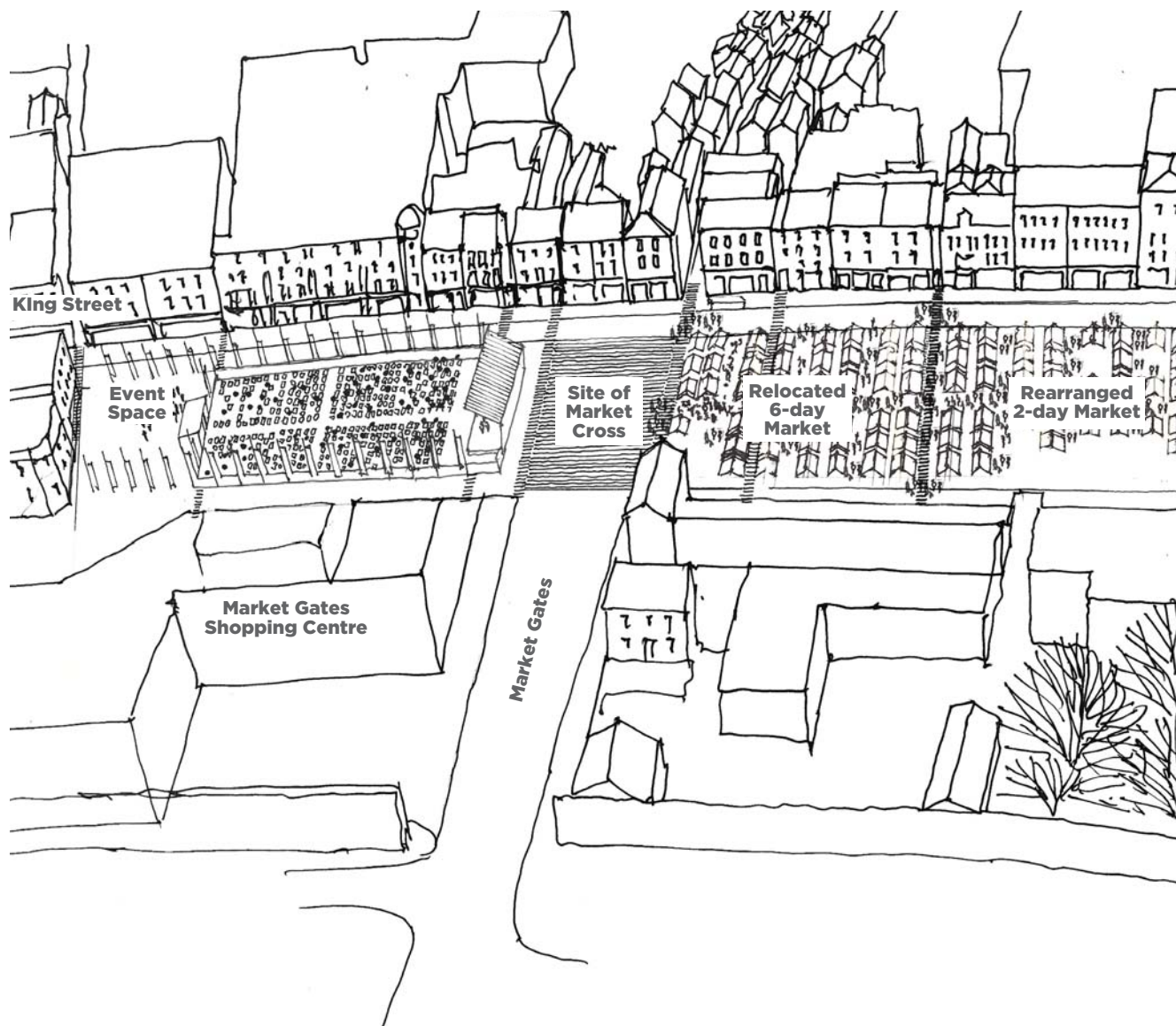
To stimulate movement and commercial activity between the heart of the town centre and Hall Plain.

##### **Actions:**

- Engage with stakeholders, including existing traders and landowners and Norfolk County Council.
- Explore scope to reroute buses away from Regent Street.
- Redesign street including kerb line, cycle contraflow and landscaping, to create a wider pavement on north side of street.
- Encourage traders to extend operations onto the pavement, including pop-up/kiosk uses.

##### **Outcomes:**

- Pedestrian movement is better supported between King Street and Hall Plain.
- Bus movements removed enabling reallocation of highway space to pedestrians.
- Ground floor units on north side of street utilise pavement for food and drink offer.



## **b. IMPROVING THE MARKET AND MARKET PLACE**

### **Objective**

**Trade and custom in the 6-day and 2-day markets is greatly improved, supported by new stalls and service facilities and by the newly-paved Market Place which has created a beautiful setting for an expanded programme of outdoor events and for the improved building frontages.**

### **b.1 Market operations**

**Improve the management and facilities of the two markets to build the confidence of traders and increase the patronage of customers.**

#### Better management of the two markets

##### **Purpose:**

To ensure the markets can continue to play their central role in the town centre's social and economic life.

##### **Actions:**

- Engage with stakeholders including the market traders and Market Place frontage businesses
- Increase management resources including increased staffing, onsite presence and improved record keeping.
- Improve site management including cleaning, pest control, maintenance and repairs procedures.
- Undertake more proactive marketing including newsletters, policy changes and events programme.
- Develop longer term market action plan including better facilities, branding, capacity building/study tour, review of licensing arrangements and charges, etc.

##### **Outcomes:**

- There is a clearer vision and 'direction of travel' for the future of the market.
- Traders and the public have better information, better perceptions and more confidence in the market.
- Stakeholder relationships are improved.

#### Better facilities for the 6-day market

##### **Purpose:**

To improve the functionality and appearance of the 6-day market and improve its contribution to the wider town centre offer.

##### **Actions:**

- Engage with stakeholders, principally the market traders.
- Provide new facilities for 6-day market adjacent to existing facilities .
- Manage move to new facilities, including relaunch and establishing new management arrangements.
- Remove existing 6-day market building.

##### **Outcomes:**

- Traders and customers of 6-day market enjoy better quality facilities.
- Council and traders have sustainable and business like management arrangements.
- Larger event space is available at the south end of the Market Place.



**Contemporary stall design**

#### Better facilities for the 2-day market

##### **Purpose:**

To improve the functionality and appearance of the 2-day market and improve its contribution to the wider town centre offer.

##### **Actions:**

- Engage with stakeholders including market traders and Market Place frontage businesses.
- Develop design of new facilities for 2-day market.
- Manage delivery and operation of new facilities, including relaunch and establishing new management arrangements.

##### **Outcomes:**

- Better quality facilities for 2-day market.
- New management arrangements for 2-day market.

## **b.2 Business support**

**Support leaseholders and freeholders to improve the appearance of buildings fronting the Market Place.**

#### Shopfront improvement scheme

##### **Purpose:**

To improve the appearance of buildings fronting the Market Place and thereby support commercial activity, safeguard the future of business and buildings alike, and improve their contribution to the wider town centre offer.

##### **Actions:**

- Engage with stakeholders including Market Place frontage commercial leaseholders and freeholders.
- Develop a grant scheme for upgrade of town centre property frontages, including support for external improvements including signage, lighting and painting, replacement of historical features and planning/agents' fees.
- Prepare 'best practice' guidance to support good use of grant monies, including how frontage businesses can make appropriate use of the adjacent pavements particularly on the east side of Market Place.
- Support participants with business advice and training opportunities.

##### **Outcomes:**

- The presentation of town centre buildings especially listed buildings and other building of local importance is improved.
- Market Place enjoys greater activity at pavement level, particularly on the east side.
- Business and confidence is stimulated.

### b.3 Public realm investment

**Create a high-quality uncluttered setting appropriate to the heritage value of Market Place and responsive to the needs of its many different users.**

#### Market Place & Church Square design concept and funding bid

##### **Purpose:**

To build consensus around the future of Market Place and source funding to deliver it.

##### **Actions:**

- Engage with stakeholders including market traders and leaseholders and freeholders of frontage properties.
- Engage with statutory consultees including Historic England, Design Council Cabi and Norfolk County Council.
- Develop general design concept for Market Place & Church Square public realm including paving, lighting, street furniture, soft landscaping and maintenance considerations, as well as flexibility in accommodating market, events, carparking and public transport services.
- Prepare funding bids.
- Secure funding for capital works.

##### **Outcomes:**

- Market Place is recognised as a key asset for the town centre's economic development based on its retail, cultural, heritage and tourism offer.
- There is a shared vision for the future of the Market Place amongst general public and stakeholders.
- Capital funding is secured to deliver public realm works in a phased programme.



**Paving detail with historic map**

#### Relandscaping of Market Place Phase 1 of 3: Centre Row 38 to Market Gates

##### **Purpose:**

To provide new 6-day market facilities and the first phase of the new landscaping to deliver the vision for the Market Place

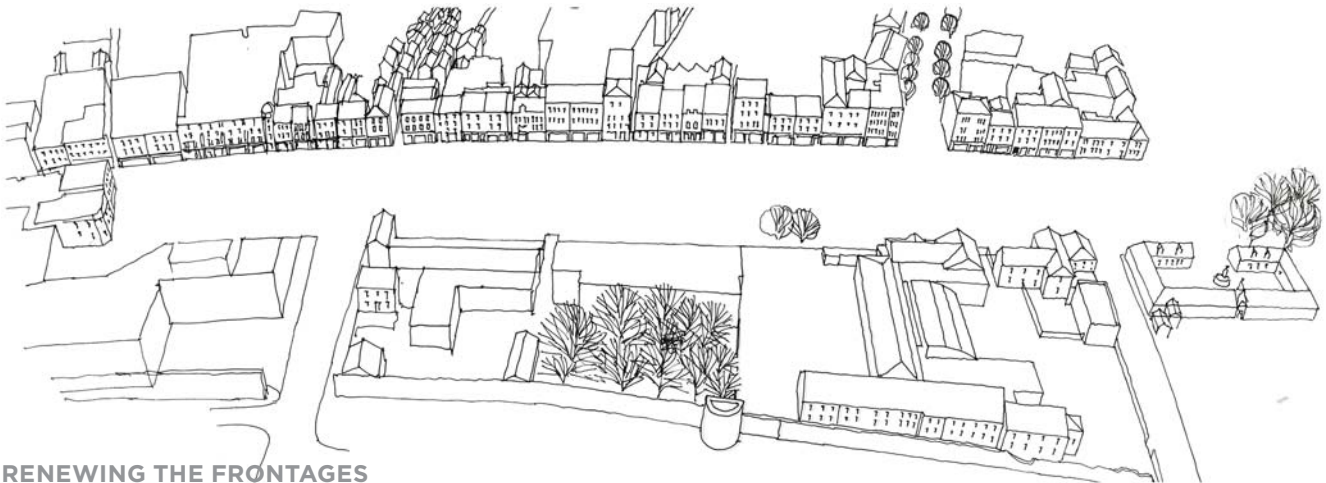
##### **Actions:**

- Engage with stakeholders
- Develop and implement detailed design of the following elements:
- Relandscape area with new paving, lighting, street furniture, etc.
  - Provide new 6-day market facilities between Row 38 and Market Row approximately.

##### **Outcomes:**

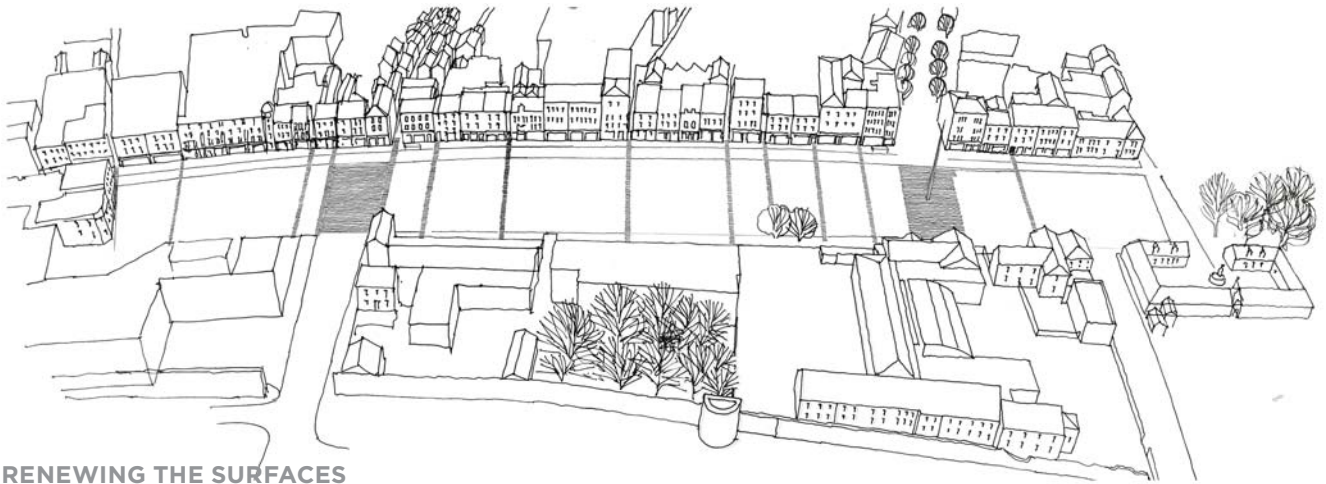
- 6-day market has new purpose-built accommodation.
- Current 6-day market facilities can be removed to enable reconstruction of Market Cross.
- Market Place enjoys a high-quality uncluttered setting appropriate to its national/ international heritage value.
- Lighting, signage and street furniture are co-ordinated and fit for purpose.





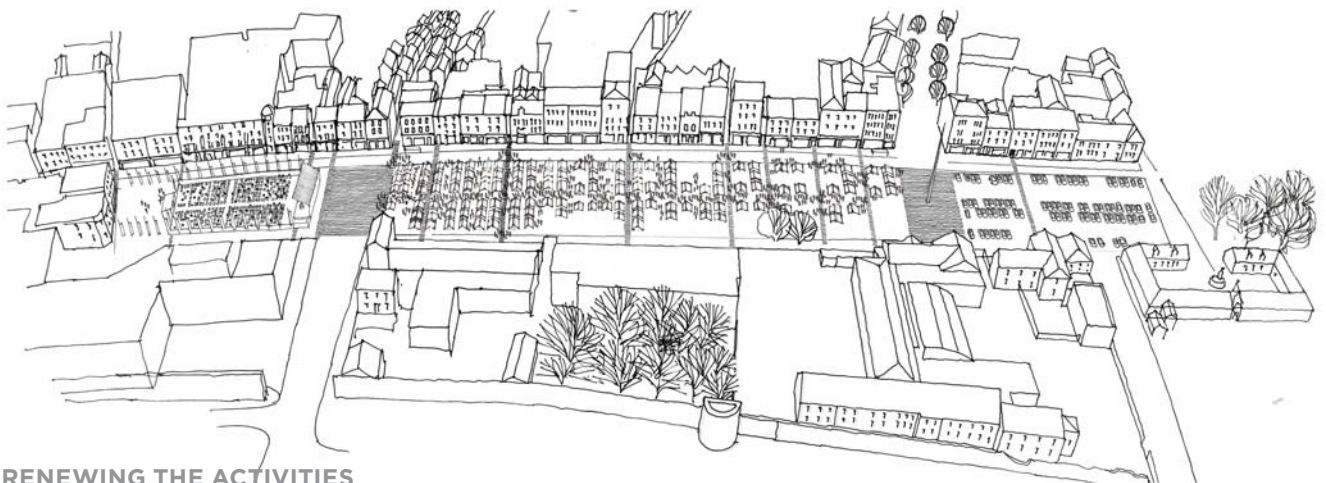
#### RENEWING THE FRONTAGES

The existing market building, street furniture and other elements are removed in phases and the building frontages improved through the council's support programme



#### RENEWING THE SURFACES

A new paved surface is introduced, in phases, designed to integrate with the rows, and with special areas at the crossing with Market Gates (left) with the reinstated market cross, and at The Conge (right) with a new sculptural element visible from the junction with north quay



#### RENEWING THE ACTIVITIES

The 6-day and 2-day markets are provided with new facilities and layout, in phases, leaving more flexibility for the event space at the southern end (left) for example for outdoor film screening



**Market and frontage uses working together**

Relandscaping of Market Place  
Phase 2 of 3 (South)  
Market Gates to Row 60

**Purpose:**

To provide a better event space, reinterpret the Market Cross and create a landscaped setting to deliver the vision for the Market Place

**Actions:**

- Engage with stakeholders.
- Develop and implement detailed design for the following elements:
- Flexible area for event space
  - New sculptural element at former location of Market Cross.

**Outcomes:**

- Market Place enjoys a high-quality uncluttered setting appropriate to its national/ international heritage value.
- A new sculptural element recalls the historic Market Cross.
- Open space can more flexibly accommodate different uses.
- Lighting, signage and street furniture are co-ordinated and fit for purpose.



**Potential for consistency in market stall design**

Relandscaping of Market Place  
Phase 3 of 3 (North)  
St. Nicholas Road to Row 38

**Purpose:**

To provide better market facilities, carparking and landscaped setting to deliver the vision for the Market Place and link it to transformation on the Conge.

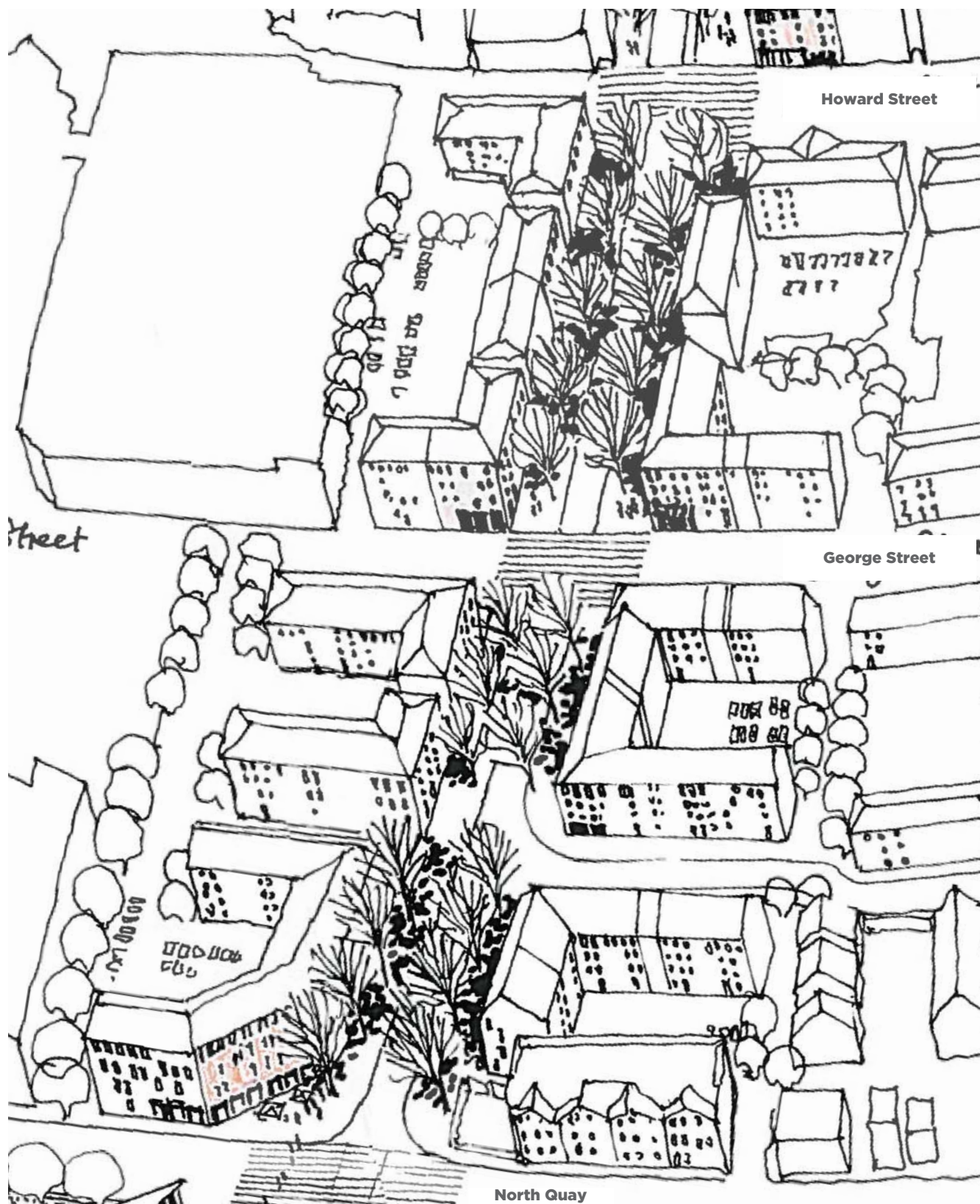
**Actions:**

- Engage with stakeholders.
- Develop and implement detailed design for the following elements:
- Flexible area for 2-day market facilities / carparking / event space
  - New sculptural element at junction with the Conge, sufficiently tall to be visible from North Quay.

**Outcomes:**

- Market Place enjoys a high-quality uncluttered setting appropriate to its national/ international heritage value.
- Open space can more flexibly accommodate different uses.
- Lighting, signage and street furniture are co-ordinated and fit for purpose.
- Wayfinding from the train station to Market Place is easier.







## c. TRANSFORMING THE CONGE

### Objective

**The Conge is transformed, with new mixed-use development lining both sides of the lower half of the street , and the next phase ready for delivery connecting it to the renewed Marketplace.**

### c.1 Business support

**Support businesses through the period of change on The Conge, whether remaining or relocating.**

#### Engagement & support package

##### **Purpose:**

To support leaseholders and freeholders to manage business activities through the period of change on The Conge, whether remaining or relocating temporarily or permanently.

##### **Actions:**

- Engage with stakeholders including existing commercial and residential\* leaseholders and freeholders, Enterprise GY, JobCentrePlus, Norfolk Constabulary and neighbouring landowners where appropriate, to discuss and develop the vision for the Conge.
- Understand commercial leaseholders' business needs and scope for retention in new development, and temporary or permanent relocation to a different site.
- Develop council's support package to commercial leaseholders to help them manage transition to new development or new location.

##### **Outcomes:**

- Residential and commercial tenants, landowners and leaseholders understand and help shape the council's vision for the Conge.
- Commercial leaseholders understand their options for continuation of business activities on or off The Conge.
- Council understands the impact of regeneration on different stakeholders, and their associated concerns and needs.

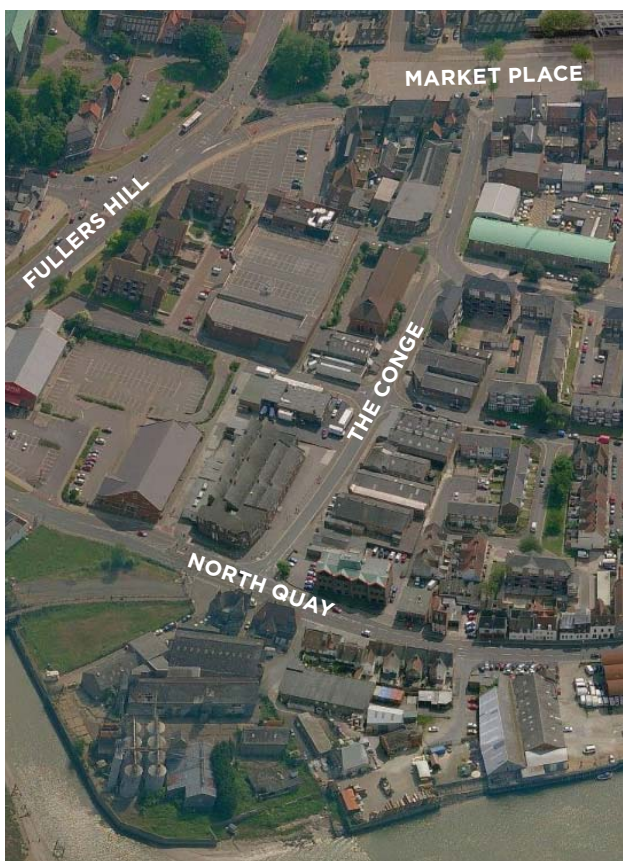


**Involving local residents and businesses in the process of change**



### Case Study: Abode, Cambridge

Numerous new residential developments in Cambridge, of which Abode is one, have successfully created high quality homes in a network of landscaped streets and spaces providing attractive, well-overlooked and safe walking routes between local amenities.



CURRENT AERIAL VIEW OF THE CONGE



SKETCH VIEW OF MIXED-USE RESIDENTIAL-LED DEVELOPMENT ON THE CONGE, DELIVERED IN PHASES ACCORDING TO LAND ASSEMBLY, AND RETAINING EXISTING RESIDENTIAL AND OFFICE DEVELOPMENT.



## c.2 Mixed-use development

**Redevelop site on the lower (western) half of The Conge and demonstrate how this can be extended to connect to Market Place.**

### Design concept & development brief

**Purpose:**

To build consensus around the future of The Conge and put in place the planning policy to guide its delivery.

**Actions:**

- Engage with stakeholders including statutory consultees.
- Develop general design concept for The Conge including mix of uses, scale and character of development, and street design and landscaping.
- Prepare and adopt development brief to guide the type, size and form of new development.

**Outcomes:**

- There is a shared vision for the future of The Conge amongst general public and stakeholders.
- New building line established for The Conge, based on the retained JobCentrePlus building (north side) and residential maisonette block (south side).
- Development brief sets out council's vision and gives confidence to development and investment partners.

### Stage 1 Detailed design & planning

**Purpose:**

To determine all aspects of the design and delivery of the first phase of development.

**Actions:**

- Determine delivery model for Stage 1, to include some or all of the following:
- Market Stage opportunity and select development partner(s).
- Develop design for Stage 1 and prepare planning application.
- Prepare detailed design and construction specification.
- Appoint construction contractors.

**Outcomes:**

- Planning permission approved.
- Detailed design and specification completed.
- Development, construction and management partners are selected.





### **Working with businesses to manage transition**

#### Stage 1 Business transition and site assembly

##### **Purpose:**

To prepare the Stage 1 sites for the delivery of development.

##### **Actions:**

- Engage with leaseholders of council-owned properties.
- Deliver council support package to commercial leaseholders to facilitate temporary or permanent move.
- Manage lease expiry process and assemble development site.

##### **Outcomes:**

- Commercial stakeholders have successfully relocated on a temporary or permanent basis.
- Council has three assembled sites totalling approx. 0.5hectares (1.24acre) ready for development.

#### Stage 1 construction and letting

##### **Purpose:**

To complete delivery of Stage 1.

##### **Actions:**

- Engage with stakeholders.
- Manage and deliver construction to completion and operation.

##### **Outcomes:**

- New building line and pavement widths are established for The Conge.
- New mixed-use development provides active frontage along lower and central part of The Conge.

#### Stage 2 design, planning and site assembly

##### **Purpose:**

To determine all aspects of the design and delivery of the second phase of development.

##### **Actions:**

- Engage with stakeholders
- Develop design, planning, site assembly and delivery model for Stage 2 of The Conge.

##### **Outcomes:**

- Commercial stakeholders have relocated on a temporary or permanent basis.
- Council and partners have assembled up to three sites fronting The Conge totalling approx. 0.91hectares (2.25acre) ready for development.
- Design and delivery model(s) selected for implementation post 2024.

### c.3 Public realm investment

**Create an appropriate street setting for transformational development, supporting movement between Market Place and the Riverside / Station area.**

#### Realign carriageway

**Purpose:**

To support pedestrian movement between the Conge and the Station.

**Actions:**

- Engage with stakeholders including leaseholders and freeholders, bus operators and Norfolk Council.
- Realign kerbs along The Conge and at junctions, narrowing carriageway, reducing radiuses and creating raised tables at junctions to slow traffic.

**Outcomes:**

- Wider pavements, shorter crossings and slower traffic better support pedestrian movement between Rail Station and Market Place.
- Investment in public realm builds confidence in regeneration of The Conge.



**Example of relandscaping with street trees**

#### Phase 1 pavement relandscaping

**Purpose:**

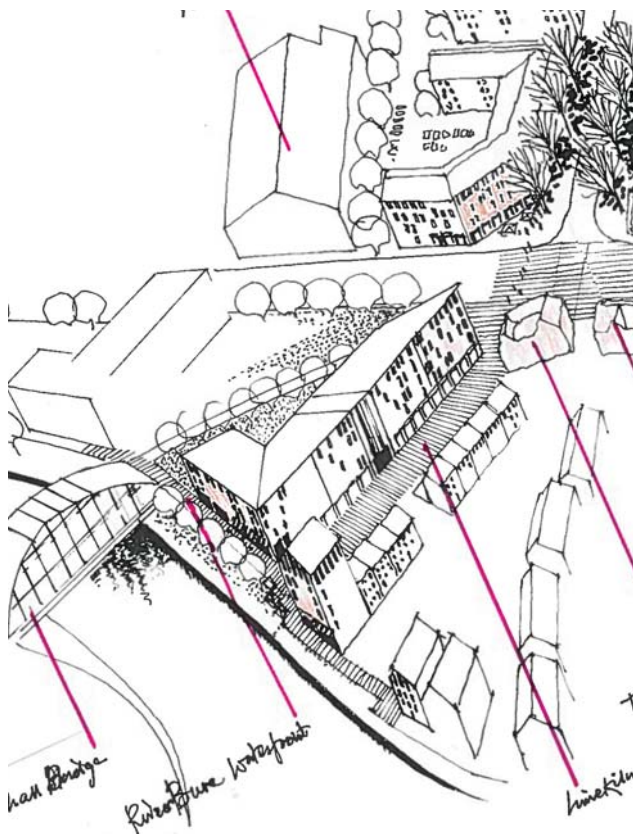
To create a high quality setting for new development.

**Actions:**

- Engage with stakeholders.
- Implement new street landscaping between revised kerb line and new building line, including paving, street furniture, lighting and trees.

**Outcomes:**

- Sections of The Conge are transformed into a tree-lined mixed-use street.
- The route between the Rail Station and Market Place is fronted on either or both sides by new development.
- Perceptions of Great Yarmouth are transformed amongst visitors, businesses, developers and investors.



**Potential for development to line the approach to station via the Conge, Great Yarmouth Waterside and Vauxhall Bridge**



**Potential for revitalised Bure riverside paving, decking, seating and leisure activities**

### **d.1 Public realm investment** Focus investment in the improvement of the immediate setting of the station and route to the town centre.

Realign carriageway & improve pedestrian route

#### **Purpose:**

To support pedestrian movement between the station and the town centre, with a sense of welcome for those travelling in either direction.

#### **Actions:**

- Engage with stakeholders including Network Rail, Norfolk County Council
- Relandscape station forecourt, Vauxhall Bridge, bridge approach and North Quay crossing, including paving, street furniture, lighting and trees.

#### **Outcomes:**

- Improved quality of pavements and crossings better supports pedestrian movement between Rail Station and The Conge and onwards to Market Place.
- Investment in public realm builds confidence in the regeneration of this part of the town.



## **d. CREATING A SENSE OF ARRIVAL AT THE TRAIN STATION**

### **Objective**

**The setting of the train station creates a new sense of arrival and departure, and the first phase of new development around the station is ready for delivery, connecting it to The Conge.**

### **d.2 Mixed-use development**

**Redevelop sites flanking the pedestrian route to the station and demonstrate how this can be extended to connect to Fullers Hill.**

#### Design concept & development brief

##### **Purpose:**

To build consensus around the future of the station area and put in place the planning policy to guide its delivery.

##### **Actions:**

- Engage with stakeholders including statutory consultees.
- Develop general design concept for the station area including mix of uses, scale and character of development, and street/ junction design and landscaping.
- Prepare and adopt development brief to guide the type, size and form of new development.

##### **Outcomes:**

- There is a shared vision for the future of the station area amongst general public and stakeholders in the context of the planned third river crossing.
- Development brief sets out council's vision, gives confidence to development and investment partners and supports land assembly.

#### Phase 1 Detailed design & planning

##### **Purpose:**

To determine all aspects of the design and delivery of the first phase of development.

##### **Actions:**

Determine delivery model for Phase 1, to include some or all of the following:

- Promote Phase 1 opportunity and select development partner(s).
- Develop design for Phase 1 and prepare planning application.
- Prepare detailed design and construction specification.
- Appoint construction contractors.

##### **Outcomes:**

- Planning permission approved.
- Detailed design and specification completed.
- Design and delivery model(s) selected for implementation post 2024.

## e. UNLOCKING THE POTENTIAL OF HALL PLAIN

### Objective

**With the third river crossing nearing completion, there is significant commercial interest in investing in Hall Plain as a location for premium leisure-based development, and the council has already put in place guidance to ensure that existing buildings are conserved and enhanced**

### e.1 Mixed-use development

**Refurbish and regenerate buildings fronting onto Hall Plain**

#### Design concept & development brief

##### **Purpose:**

To build consensus around the future of Hall Plain and put in place the planning policy to guide its delivery.

##### **Actions:**

- Engage with stakeholders.
- Develop general design concept for the Hall Plain area including mix of uses, scale and character of development, and street/junction design and landscaping.
- Prepare and adopt development brief to guide the type, size and form of new development.

##### **Outcomes:**

- There is a shared vision for the future of Hall Plain amongst general public and stakeholders in the context of the planned third river crossing.
- Development brief sets out council's vision, gives confidence to development and investment partners and supports land assembly.
- Design and delivery model(s) considered for implementation post 2024.



**Potential for Hall Plain as a focus for leisure uses in the context of reduced traffic throughflow after delivery of the 3rd bridge crossing**

## f. LINKING IT ALL TOGETHER

### Objective

**Wayfinding is improved across the town through key parts of the network of Rows, with footfall significantly increased and commercial vacancies significantly reduced.**

Public realm investment  
Text

#### 'Short cuts' pilot

##### **Purpose:**

To develop and test a signage approach that can enable people to experience the historic character and unique structure of the town centre.

##### **Actions:**

- Engage with stakeholders including resident, business, and community groups.
- Develop general concept, design and delivery approach.
- Map the key community and tourism amenities across the town.
- Identify useful 'short cuts' which link specific amenities.
- Design painted / paved signage solution and deliver onsite.
- Evaluate pilot and consider next steps.

##### **Outcomes:**

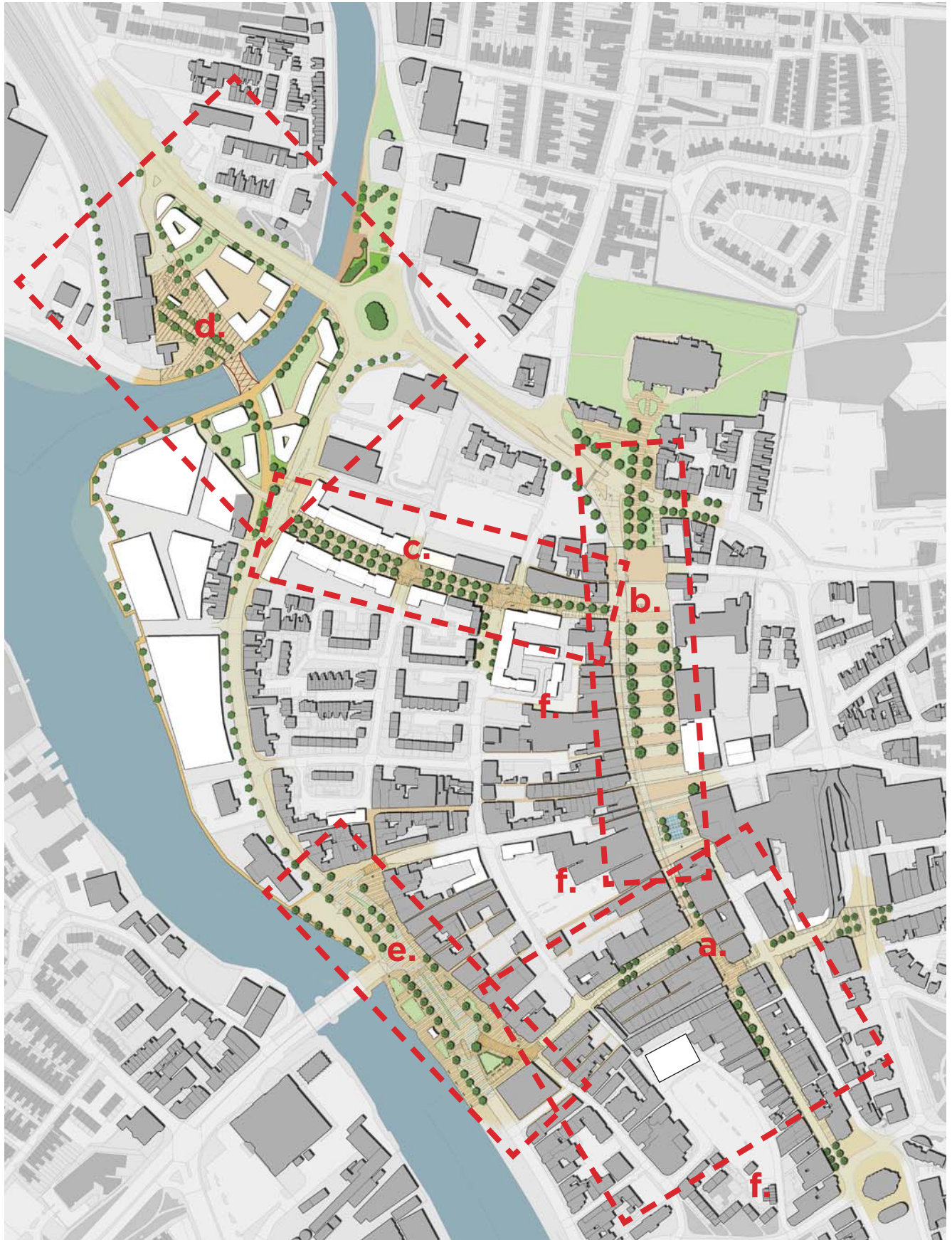
- There is more footfall along the rows, supporting greater numbers visiting town amenities.
- The Council has tested the pilot approach and can determine next steps.



**Examples of signage integrated into paving**







## 5. DELIVERY & IMPLEMENTATION

**This section sets out the resources the council is committing to deliver the masterplan, together with an indicative phasing of the masterplan proposals over the eight years to 2025.**

### 5.1. Resourcing

The council is committed to leveraging its own existing programmes and operations to support and deliver the masterplan, of which the following activities are key.

Place marketing

Actions:

- Integrate the town centre masterplan into marketing activities for economic development and investment in the town.

Outcomes:

- Potential delivery partners are aware of the Council's masterplan and its commitment to delivering it.

Appointment of additional Council resources

Actions:

- Oversee, co-ordinate, monitor and report on the delivery of projects in the first phase of masterplan.
- Market the masterplan and its projects, and engage with stakeholders including potential operators, developers and investors.
- Undertake market appraisals, feasibility studies and business plans to inform decision-making.
- Secure funding and inward investment for project development and delivery.

Outcomes:

- The first phase of the masterplan is delivered to plan and to programme.
- The Council is resourced to liaise with stakeholders and partners to deliver the masterplan related projects.

### 5.2. Phasing

The phasing of this masterplan is focussed on the short and medium term in recognition of two factors:

- Firstly the urgency to build confidence in the heart of the town centre, get the market working better, and leverage the council's asset base; and,
- Secondly, uncertainty as to the delivery decision and timeline for the third river crossing, which will be crucial to the regeneration of the Station and Hall Plain areas.

Accordingly, the masterplan is phased according to the following periods:

- **Phase 1: 2017-2018**, aligned to the appointment of additional Council resources;
- **Phase 2: 2019-2020**, the earliest reasonable deadline by which such major capital projects can be designed, approved, funded and delivered; and,
- **Phase 3: 2021-2024**, by which time the third river crossing plans can be expected to have been determined, and growing confidence in the town centre can help capture some of the benefits of this major capital investment.

## Phase 1: 2017-2018

The first phase of masterplan delivery focuses on a number of 'early wins' to build confidence in the town centre.

These include:

- Capital public realm projects harnessing funding already committed by Norfolk County Council through the New Anglia LEP Local Growth Fund (LGF) transport project;
- Events based projects complementing the town's existing programme and drawing on and exploring scope to extend its funding base;
- Operational work by the council to develop its existing services.

In parallel, the council will work with stakeholders to develop the planning and design framework for the key transformational projects for the town – the cinema, relandscaping of Market Place, and development of The Conge. Activities during this phase are set out below.

### a. Strengthening the Heart of the Town

#### **a.1 New town centre cinema:**

- Business case and feasibility study
- Design and planning

#### **a.2 Town centre film events:**

- Pilot programme of film events

Key stakeholders will include:

- New Anglia LEP
- GYTBlA.
- Arts Council of England

### b. Improving the Market and Market Place

#### **b.1 Market operation:**

- Better management of 6-day and 2-day market
- Better facilities for 6-day market

#### **b.2 Business support:**

- Shopfront improvement scheme

#### **b.3 Public realm investment:**

- Market Place & Church Square design concept & funding bids
- Relandscaping of Market Place Stage 1 (Centre: Row 38 to Market Gates)

Key stakeholders include:

- Market traders
- Norfolk County Council
- Bus operators

### c. Transforming the Conge

#### **c.1 Business support:**

- Engagement & support package

#### **c.2 Public realm investment:**

- Realign carriageway

#### **c.3 Mixed-use development:**

- Design concept & development brief

Key stakeholders include:

- Tenants, leaseholders and freeholders along the Conge
- Norfolk County Council

### d. Creating a sense of arrival at the train station

#### **d.1 Public realm investment:**

- Realign carriageway & improve pedestrian route

Key stakeholders include:

- Norfolk County Council
- Network Rail

### f. Linking it all together

#### **f.1 Public realm investment:**

- Wayfinding pilot

Key stakeholders include:

- GYTBlA
- Historic England



## Phase 2: 2019-2020

The second phase of masterplan delivery focuses on the consolidation and completion of two major capital projects – the town centre cinema and the relandscaping of Market Place.

In parallel, the council will work with stakeholders to prepare the later transformational projects of the masterplan:

- Site assembly and detailed design of development in the lower (western) half of The Conge;
- Development framework for the rail station area.

Activities during this phase are set out below.

### a. Strengthening the Heart of the Town Centre

#### **a.1 Public realm investment:**

- Theatre Plain

#### **a.2 New town centre cinema:**

- Construction and letting
- Launch and operation

#### **a.3 Town centre film events:**

- Regular programme of pop-up/outdoor events

Key stakeholders will include:

- Cinema development partners
- Norfolk County Council
- Taxi drivers

### b. Improving the Market and Market Place

#### **b.1 Market operation:**

- Better facilities for 2-day market

#### **b.3 Public realm investment:**

- Relandscaping of Market Place Stage 2 (South: Market Gates to Row 60)

Key stakeholders will include:

- Market traders
- Commercial leaseholders and freeholders on Market Place
- Norfolk County Council

### c. Transforming the Conge

#### **Mixed-use development:**

- Stage 1 Detailed design & planning
- Stage 1 Business support and site assembly

Key stakeholders will include:

- Development partners
- Existing and remaining residents and businesses on The Conge

### d. Creating a sense of arrival at the rail station

Project delivery includes the following

#### **Mixed-use development:**

- Design concept & development brief

Key stakeholders will include:

- Network Rail
- Norfolk County Council

## Phase 3: 2021-2024

The third phase of masterplan delivery focuses on extending the expected success of the core projects completed in the heart of the town centre and the Market Place, and linking them to the next phase of project delivery beyond the plan period of this project, including:

- Delivering development on The Conge.
- Extending public realm investment to link to Church Square and Hall Plain;
- Preparing for the next stage of delivery of The Conge and Hall Plain projects.

Key in this stage is the expected decision and timeline for the delivery of the third river crossing, on which the scope and extent of any successor document to this masterplan in large part depends.

Activities during this phase are set out below.

### a. Strengthening the Heart of the Town Centre

#### **a.3 Public realm investment:**

- Regent Street

Key stakeholders will include:

- Cinema development partners
- Norfolk County Council
- Taxi drivers

### b. Improving the Market and Market Place

#### **b.2 realm investment:**

- Relandscaping of Church Square (St. Nicholas Road to St. Nicholas Church Yard)

Key stakeholders will include:

- Parish of St Nicholas
- Residents and businesses in Church Square
- Norfolk County Council

### c. Transforming the Conge

#### **c.1 Public realm investment:**

- Stage 1 pavement relandscaping

#### **c.2 Mixed-use development:**

- Stage 1 construction and letting
- Stage 2 design, planning and site assembly

Key stakeholders will include:

- Development partners

### d. Creating a sense of arrival at the rail station

#### **d.2 Mixed-use development:**

- Stage 1 design and planning

Key stakeholders will include:

- Network Rail
- Norfolk County Council

### e. Unlocking the potential of Hall Plain

#### **e.2 Mixed-use development:**

- Design concept & development brief

Key stakeholders will include:

- Commercial landowners, tenants, and leaseholders of council-owned properties.
- Norfolk County Council.