



GREAT YARMOUTH
BOROUGH COUNCIL

Council

Date: Tuesday, 16 May 2017
Time: 19:00
Venue: Council Chamber
Address: Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

You have a Disclosable Pecuniary Interest in a matter to be discussed if it relates to something on your Register of Interests form. You must declare the interest and leave the room while the matter is dealt with.

You have a Personal Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

You must declare a personal interest but can speak and vote on the matter.

Whenever you declare an interest you must say why the interest arises, so that it can be included in the minutes.

3 **MINUTES** **4 - 7**

To confirm the minutes of the Council meeting held on the 20 April 2017.

4 **REPORTS TO COUNCIL FOR DECISION**

5 **(a) APPOINTMENT OF LEADER AND DEPUTY LEADER OF THE COUNCIL**

To appoint the Leader and the Deputy Leader of the Council.

6 **(b) COMMITTEE MEMBERSHIPS 2017/18**

Report to follow.

7 **(c) APPOINTMENT OF CHAIR'S AND VICE-CHAIR'S OF COMMITTEES 2017/18**

Report to follow

8 **(d) APPOINTMENTS TO OUTSIDE BODIES 2017/18**

Report to follow

9 **TOWN CENTRE MASTERPLAN** **8 - 83**

The Transformation Programmes Manager's report is attached, together with the final version of the Masterplan.

(Members are advised that hard copies will be printed and issued to all Members after the Council meeting)

10 **APPOINTMENTS TO THE POSTS OF STRATEGIC DIRECTORS, DEVELOPMENT DIRECTOR AND HR POLICY IMPLICATIONS** **84 - 87**

Report attached.

11 ANY OTHER BUSINESS

To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.

12 EXCLUSION OF PUBLIC

In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."

Council

Minutes

Thursday, 20 April 2017 at 19:00

PRESENT :

His Worship the Mayor Councillor Bird (in the Chair); Councillors Andrews, Annison, Bensly, Borg, Carpenter, B Coleman, M Coleman, Connell, Davis, Fairhead, Flaxman-Taylor, Grant, A Grey, K Grey, Hacon, Hammond, Hanton, Jeal, Jones, Lawn, Mavroudis, Myers, Plant, Pratt, Reynolds, Robinson-Payne, Smith, Stenhouse, Thirtle, Wainwright, Walch, Walker, Waters-Bunn, Weymouth, Williamson and Wright.

Also in attendance :-

Mrs S Oxtoby (Chief Executive Officer), Mrs J Beck (Director of Customer Services), Mr R Read (Director of Housing and Neighbourhoods), Mrs K Watts (Transformation Programme Manager), Mr D Johnson (Monitoring Officer), and Mr R Hodds (Corporate Governance Manager).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Cutting and Rodwell.

2 DECLARATIONS OF INTEREST

There were no Declarations of Interest declared at the meeting.

3 PUBLIC QUESTION TIME

The Committee considered the following question from Mr J Cannell, President Great Yarmouth and District TUC :-

"In the light of the decision by the local Conservative MP to decline an invitation from Great Yarmouth Borough Council to attend a public meeting on the impact of Universal Credit, when is Great Yarmouth Borough Council going to hold the public meeting to discuss the impact of the Governments Universal Credit trial?"

The Leader reported that the Council are regularly engaged in meetings with interested Stakeholders regarding the impact of Universal Credit. The Universal Credit system is administered by the DWP and the Council facilitates fortnightly meetings with Job Centre Plus and advise agencies to highlight local issues and in addition Great Yarmouth staff meet with the Local Authority Engagement Group centrally to feedback progress. The Council is dedicated to trying to assist with the implementation of Universal Credit and Council Officers have regular attendance at the Eastern Landlords association meetings and provide feedback for all sectors.

DWP organise a number of early engagement workshops at the beginning of the Universal Credit roll out and a formal request will be made by the Council for DWP to repeat this process with an opportunity to update on the current situation. The Universal Credit update enquiry has received verbal feedback at a session with Lord Freud and the written responses which were provided included Great Yarmouth are currently being pulled together into a report but as yet there is no publication date set.

Great Yarmouth were also interviewed separately regarding the Great Yarmouth specific issues and we have requested a copy of that report once finalised. When this report is ready we will bring it forward to a public meeting either at the Policy and Resources Committee or Full Council.

The motion was to "call upon this Council to write to Brandon Lewis MP and request that he attends a Public meeting (to be arranged) where agencies and those affected are encouraged to voice their own experience of this new benefit". The Council did write to Brandon Lewis to make this request, and he offered to help with individual cases where Councillors feel unable to help.

There is no requirement for the Council to hold a separate Public meeting from all the meetings it currently holds which are in public.

In accordance with the Constitution, Mr Cannell was then entitled to ask a supplementary question as follows :-

" Have you looked at the economic effect Universal Credit is having on the Borough, and the decline on Businesses and how many agencies have you spoken with including whether any contact has been made with the TUC Unemployed Workers Centre?"

In response the Leader reported that the effect on the Borough was unknown

specifically linked to Universal Credit. He stated that we had seen an upturn in business operation throughout the Borough. The Leader stated that the Council is dealing with Universal Credit on a one to one basis and he felt that it was wrong of the TUC to call a Public meeting as he felt many of the Universal Credit issues could be dealt with on a individual basis by Officers of the Council.

4 MINUTES

The Mayor presented the Council minutes of the meeting held on the 21 February 2017.

Proposer : Councillor Plant

Seconder : Councillor B Coleman

That the minutes of the Council meeting held on the 21 February 2017 be confirmed.

CARRIED

5 APPOINTMENTS TO OUTSIDE BODIES

a) Sentinel Leisure Trust

Council was advised that Councillor Stenhouse and Walch had resigned from the above trust and Members were asked to consider the appointment of replacements to this Trust.

Proposer : Councillor Plant

Seconder : Councillor Carpenter

That consideration of the appointment of replacements to the Sentinel Leisure trust be deferred until the Council meeting on the 16 May 2017.

CARRIED

6 SERVICE COMMITTEES - DECISIONS LIST FOR THE PERIOD 7 FEBRUARY 2017 TO 11 APRIL 2017

Council received for information the decision list for Service Committees for the period 7 February to 12 April 2017.

Proposer : Councillor Plant

Seconder : Councillor Reynolds

That the Service Committees decision list for the period 7 February to 12 April 2017 be received.

CARRIED

7 THANKS TO MAYOR

The Leader recorded his thanks and appreciation to his Worship the Mayor in his role as Chairman of the Council for the 2016/17 Municipal Year. The Leaders commented were fully endorsed by the Council.

In response, his Worship the Mayor recorded his thanks to all Members for their support during his year as Chairman of the Council.

The meeting ended at: 19:18

Subject: Town Centre Masterplan

Report to: Council 16th May 2017

Report by: Kate Watts, Transformation Programme Manager

OVERVIEW/RECOMMENDATIONS

This report presents the finalised masterplan for Great Yarmouth's Town Centre which has been endorsed by the Council's Economic Development Committee. It is recommended that Council approve this final document.

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 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 masterplan 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 national specialist multi-disciplinary planning service was awarded this masterplan commission. In developing this plan they have

engaged with stakeholders, including our market traders, elected Members and industry professionals in areas such as landscaping and transport.

2.3 A draft masterplan was taken out to public consultation in January 2017, and included stakeholder workshops, public drop in sessions and an online survey. As a result the Council received over 150 individual responses with 100 people attending workshops.

2.4 The Town Centre Members working group subsequently met on two occasions to review the feedback and to advise on final adjustments to the plan.

2.5 In finalising the masterplan (see Appendix 1 for a copy of this masterplan); a vision for the Town Centre has been developed. To deliver this vision, six key project areas have been established, these are;

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

2.6 As a result of the feedback received from the consultation period, agreed changes to the masterplan are as follows;

- To bring forwards the timetable for works regarding Hall Quay by prioritising a Planning Brief to guide development in this area
- To expand the station gateway project to include all gateways into the Town Centre
- To expand the masterplan study area to include Great Yarmouth Minster
- To develop further the residential proposals for The Conge in the masterplan document and progress the Development Prospectus work for this area using

- Town Centre Initiative funding, matched with Norfolk Rates Business Pool funding
- To present two options for the six day marketplace redevelopment site, to be further developed as part of any future business case and option appraisal work

3. GOVERNANCE ARRANGEMENTS TO DELIVER THE MASTERPLAN

- 3.1 Evidence shows that well connected ambitious local leaders have played a central role in the most successful “turnaround town” stories. However town leadership must be cultivated and supported through appropriate mechanisms.
- 3.2 Therefore proposals to establish these governance arrangements, which will provide a clear mechanism for the oversight and monitoring of the implementation of the Town Centre masterplan are being developed. As part of these considerations it is clear that the Council will not be able to do this in isolation, and will need to work with partners such as Norfolk County Council and private sector bodies.
- 3.3 It is therefore recommended that a Partnership Board is established, with terms of reference developed to encompass a remit to guide the regeneration activities detailed within the Town Centre masterplan, providing a forum for reporting back on progress and monitoring performance of agreed development priorities, programmes of work and strategies.
- 3.4 Democratically all decisions that would need to be made by the Council will still be made by way of the Committee and Council processes. In this instance the Partnership Board would be able to make recommendations to as appropriate.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 This report presents the finalised masterplan for Great Yarmouth's Town Centre which has been endorsed by the Council's Economic Development Committee.

4.2 It is recommended that Council approve this final document.

Area for consideration	Comment
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	"The Plan"
Financial Implications:	N/A
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

Regeneration Framework & Masterplan

Final Draft



Photo by Derek Jackson





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To speak directly with the council about town centre opportunities, please contact:

Growth Group
 Great Yarmouth Borough Council
 Town Hall
 Hall Plain
 Great Yarmouth
 Norfolk, NR30 2QF

localplan@great-yarmouth.gov.uk [Page 13 of 87](#)



Great Yarmouth - a unique place with great opportunities!

Welcome to Great Yarmouth town centre, the commercial and cultural hub of a borough serving nearly 100,000 residents and more than 6.5 million visitors each year.

Our town centre is a special place full of history, life and character, where people have always wanted to come. There are great opportunities to enhance it as a destination, a place to shop, to work, to trade, to live, to sight-see and to socialise.

Through our £1m Town Centre Initiative, we have already boosted the centre with enhanced events, better marketing, visual and environmental improvements, and a shopfront grant scheme.

This masterplan, shaped with the help of partners and the community, is a longer-term programme with a clear vision and exciting opportunities for better shopping, leisure, housing and commercial development and transport links.

We, the council, will take the lead on the bigger projects, using our assets and influence, helping to secure investment and bringing people together. Some of the work is underway, some we plan to start soon.

We actively invite you to join us, help make things happen and share in the benefits!

*Sheila Oxtoby, Chief Executive
& Political Group Leaders Cllr Graham Plant, Cllr Kay Grey,
Cllr Trevor Wainwright and Cllr Adrian Myers*

Executive Summary

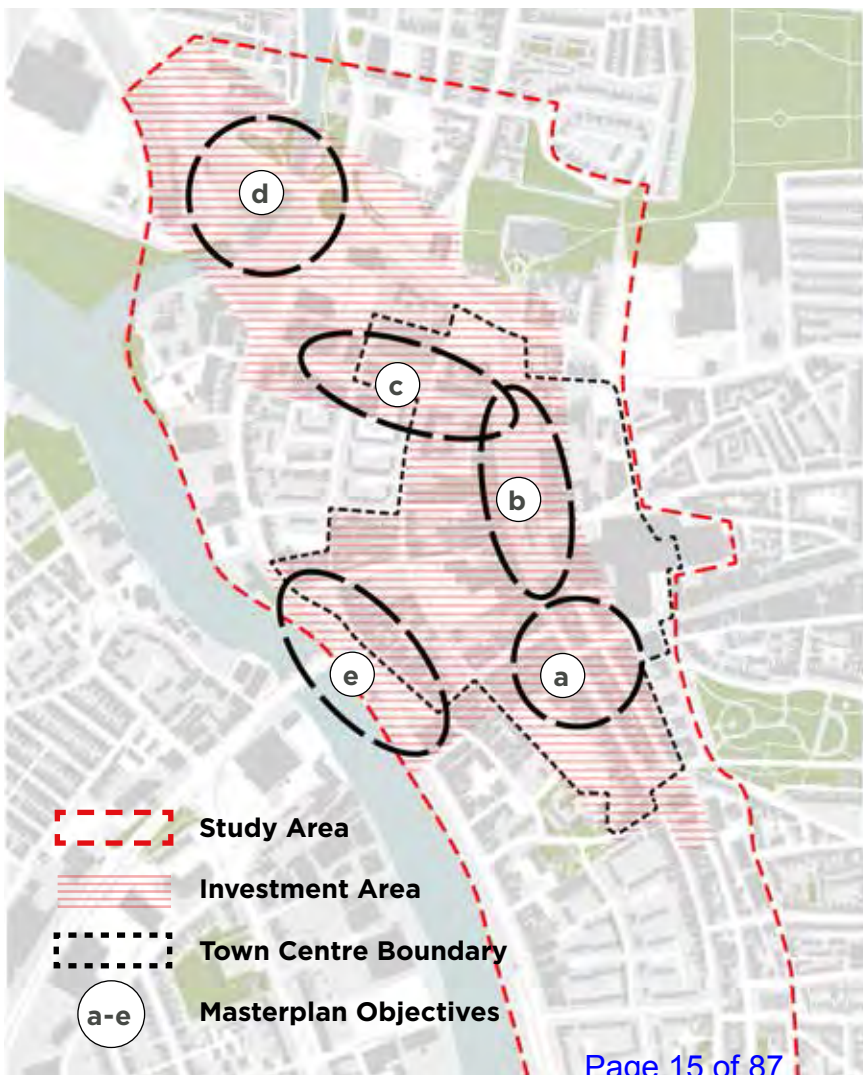
This framework and masterplan sets out the Council's ambition for the regeneration of the town centre over the coming decade. We have worked collaboratively to shape this plan as the opportunities in this area make a compelling case for public and private investment.

The **study area** for this work encompasses the extended town centre 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 have defined an **investment area** where the Council will work with stakeholders to target investment to achieve the greatest regeneration impacts. Both are set out below.

The **preparation process** was overseen by the Council's elected members and Chief Executive. Stakeholder consultation took place throughout the process. Public consultation took place in August 2015 and January 2017. All of this engagement work has helped shape this plan.

The Great Yarmouth town centre **opportunity** is based on a number of factors. The quality of the town centre's heritage and the extent of public ownership make it strategically placed to benefit from the growing economy of the borough as a whole, new strategic infrastructure investments and joined-up governance at a 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.



Masterplan Summary

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.

The following six objectives will enable us to work with partners to bring that vision to life:

a. Strengthening the heart of the town centre

By 2025, the heart of the town centre – around the junction of King Street and Regent Road – has regained its vitality with a range of new occupiers and operators including a leisure-based anchor (for example a cinema), cafes, bars and restaurants.

b. Improving the markets and Market Place

By 2025, 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. Together with the improved frontages this has created a beautiful setting for an expanded programme of events.

c. Transforming The Conge

By 2025, 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.

d. Creating a sense of arrival at the town centre

By 2025, the setting of Fullers Hill, Acle New Road, the roundabout, train station and quayside creates a new sense of arrival at this key junction of road, rail and water, linked to the new development on The Conge.

e. Unlocking the potential of Hall Quay

By 2025, the council has adopted guidance to ensure existing buildings are conserved and developed appropriately. With the 3rd river crossing near completion, there is significant commercial interest in refurbishment and new development.

f. Linking it all together

By 2025, wayfinding is improved across the town through investment in key parts of the network of Rows and streets, with footfall significantly increased and commercial vacancies significantly reduced.

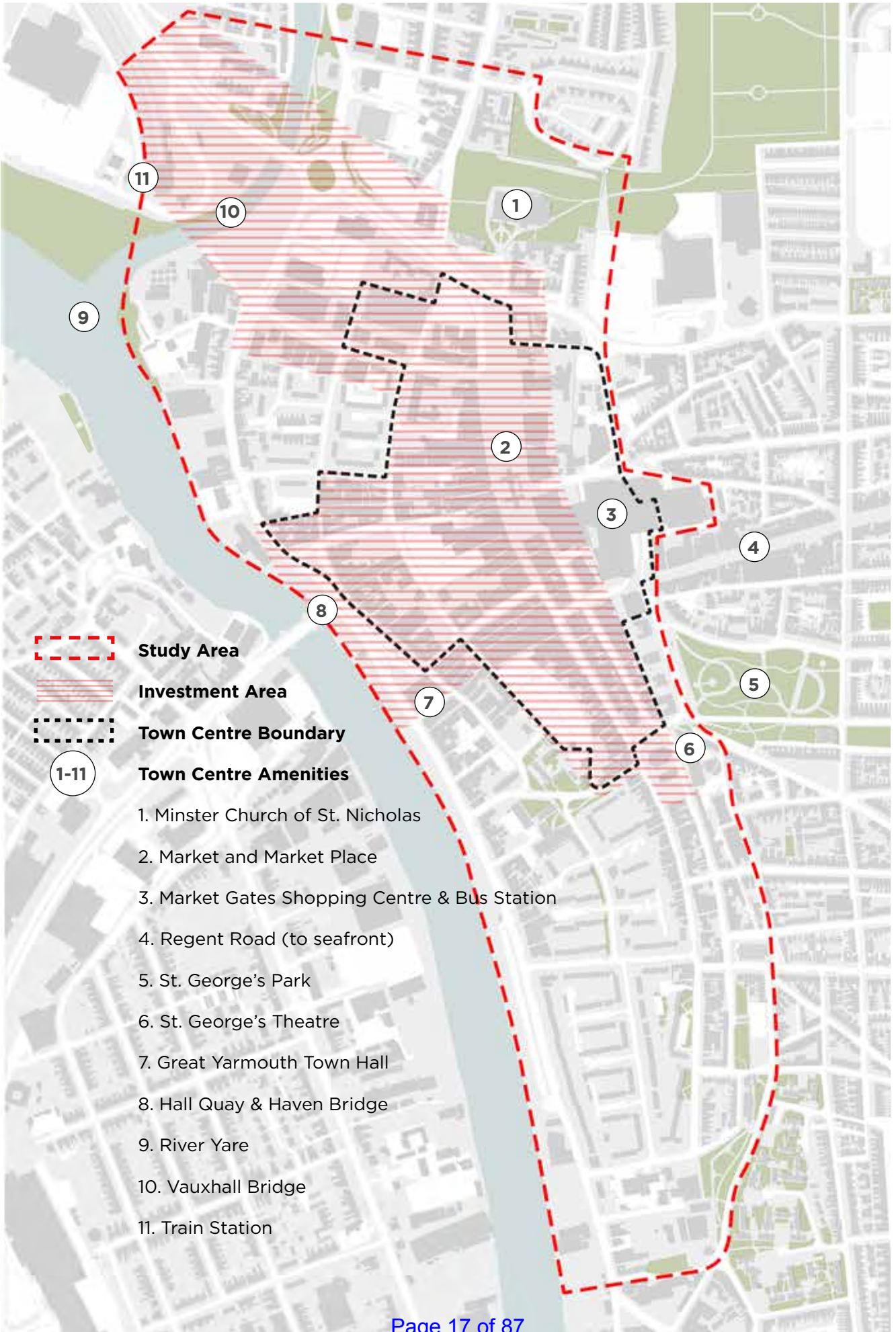
The council is committed to **working with partners** and leveraging its own resources, programmes and operations to support and deliver this masterplan in three phases.

Phase 1 (2017-18) will focus on early wins and confidence building measures.

Phase 2 (2019-20) will focus on completion of the first investments in the key projects.

Phase 3 (2021-24) will focus on completing and linking up the key projects.

At this point the next steps in the regeneration of the town centre will be determined.



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Study Area & Investment Area

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 2025-2035.

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 the 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.



Regent Road, looking east towards the seafront



Queen Street, looking west towards the riverside

1.2 Study Area & Investment Area

The plan on page 7 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 enclosed by the historic town walls, extending east-west between St. George's Park and the Yare riverfront, and north-south between the Minster and the Time & Tide Museum. 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. This area generally corresponds to the designated town centre area, with the following extensions:

- North to include Fuller's Hill
- North-west to include The Conge and the train station
- South-west to include Hall Quay
- South to include St. George's Theatre and surroundings

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 objectives for new investment;

Chapter 4 states the objectives 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 the Market Place



Developer presentations to the Town Centre Members' Working Group

1.4 Governance & Consultation

All aspects of the preparation of this masterplan were overseen by Great Yarmouth Borough Council's elected members and Chief Executive.

The preparation process was managed by the Council's Transformation Programme and Planning Policy teams working together, 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.

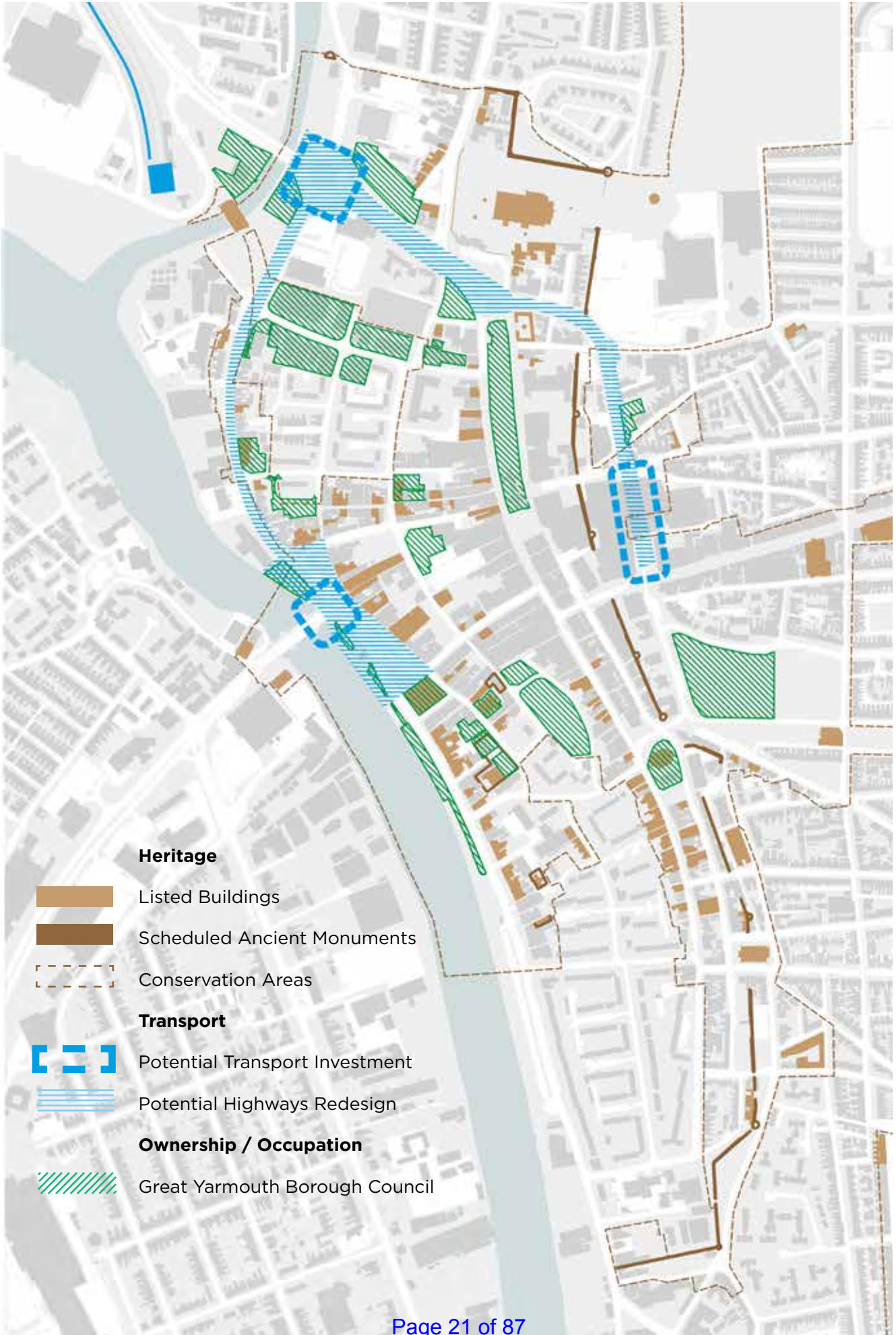
Regeneration is as much about a process as it is about a masterplan. This masterplan has evolved through an iterative process, assessing the issues and opportunities, developing a vision, strategies and alternatives, and testing these with the council leadership and executive as well as local businesses,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

This engagement has shaped the masterplan proposals, their prioritisation and their phasing. Formal public and stakeholder consultation on the draft masterplan was undertaken in January 2017. Over 150 formal responses were received, with very strong support recorded for the vision and masterplan objectives, ranging between approx. 50-75% agreeing or strongly agreeing with each. Notwithstanding this, stakeholder concerns on a number of the proposals - in particular the market and the train station area - have informed significant adjustments to these proposals.

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



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Town Centre Opportunity

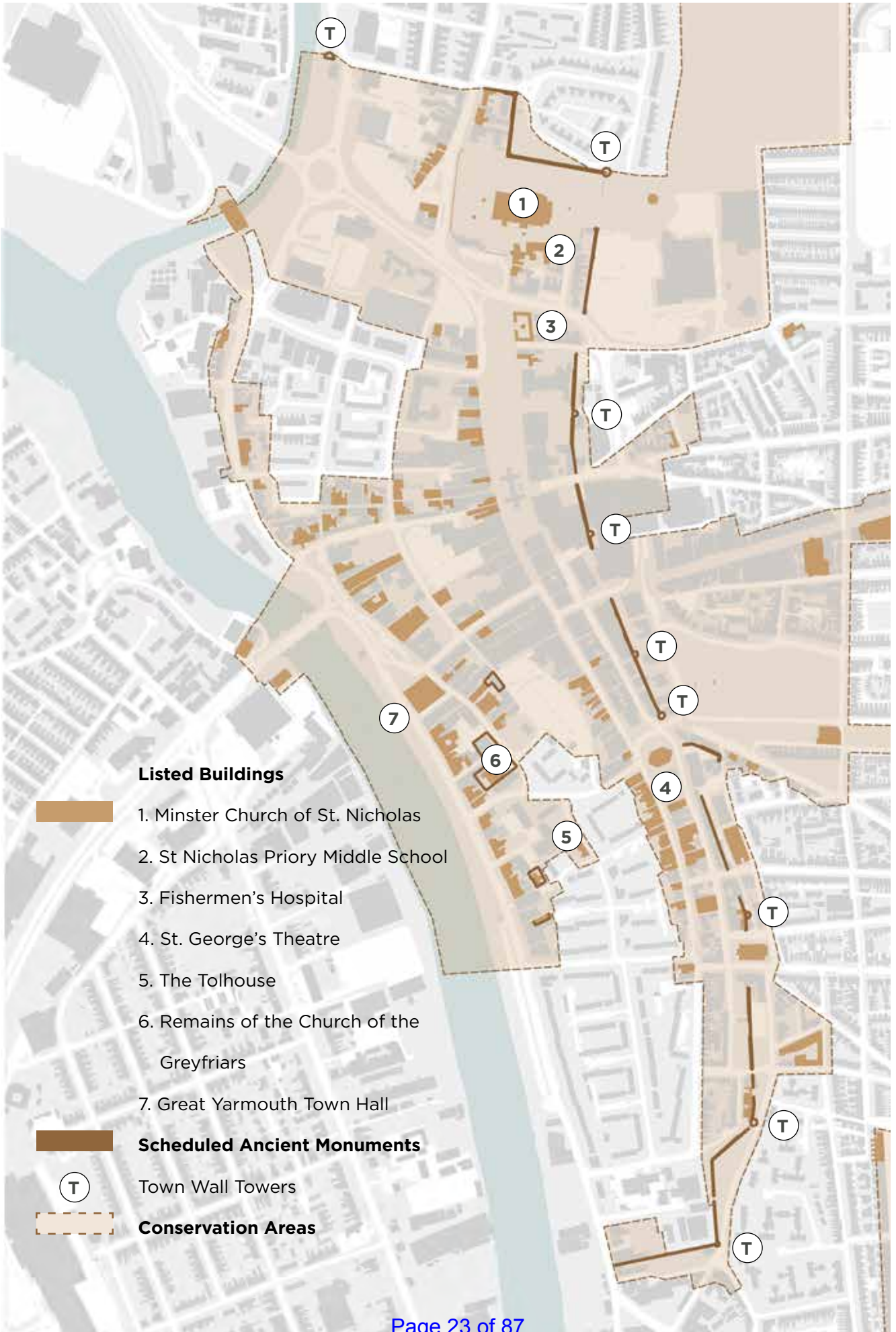
2. The Great Yarmouth opportunity

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 economy, 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 strong evidence base supporting the following rationale:

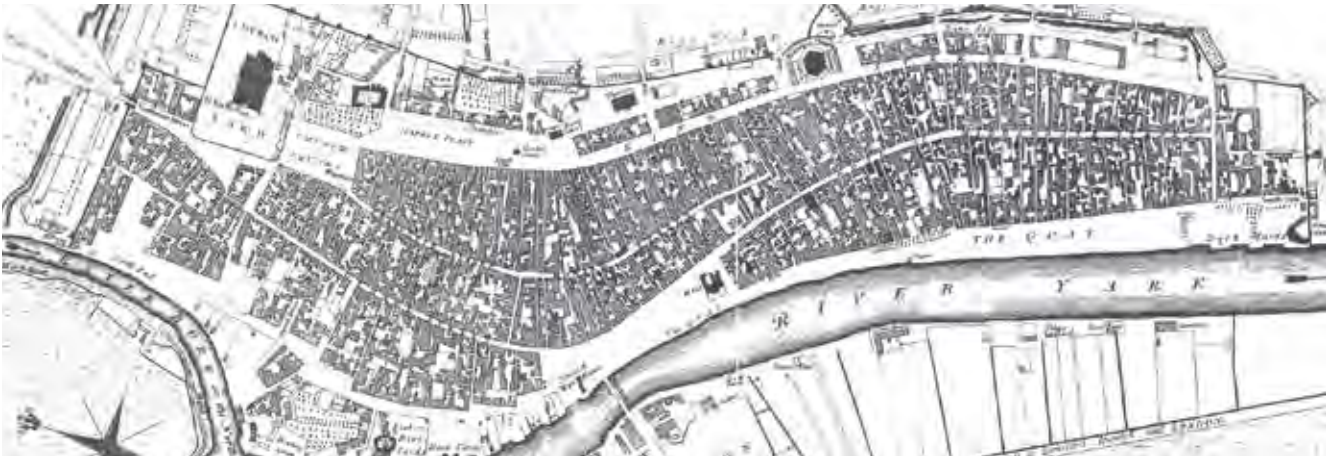
- **The town centre has a unique and valuable heritage.**
- **The local economy is growing and changing.**
- **New transport infrastructure will have a positive impact.**
- **Governance is joined-up locally and regionally.**
- **Extensive land is in public ownership and/or is underutilised; and**
- **The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

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



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Town Centre Heritage Assets



Excerpt from Faden's 1797 plan of Great Yarmouth

2.1 The town centre has a unique and valuable heritage

Located between the beach and the River Yare, the historic grain of Great Yarmouth's town centre is framed by its spectacular open landscape setting on either side. The town plan is unique in the United Kingdom and has been linked to Scandinavian town plans dating back a thousand years. Its current alignment still follows the line of the sinuously curved sandbank running from Fuller's Hill in the north to the Blackfriars site in the south.

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 - has recently been 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 opportunity 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.



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Town Centre Retail Uses



Entrance to Market Gates Shopping Centre



Great Yarmouth South Quay



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



Leisure boats on the riverside at Vauxhall Bridge

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 adjacent St George's Park is a beautifully refurbished open space, which enjoys 'Green Flag' status, and hosts the internationally acclaimed annual 'Out There Festival'.

The opportunity 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 and its rail station has an hourly shuttle service to Norwich. It is located at the junction of the north and south Broads, and its port has the potential to accommodate ferry services to Holland.

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



Entertainment Venues

- A. St. George's Theatre
- B. Market Place event space
- C. Minster Church of St. Nicholas



Museums

- 1. National Trust Elizabethan House
- 2. English Heritage Row Houses
- 3. Nelson Museum
- 4. Tolhouse Museum
- 5. Time & Tide Museum of Great Yarmouth Life

2.2 The local economy is growing and 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.



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

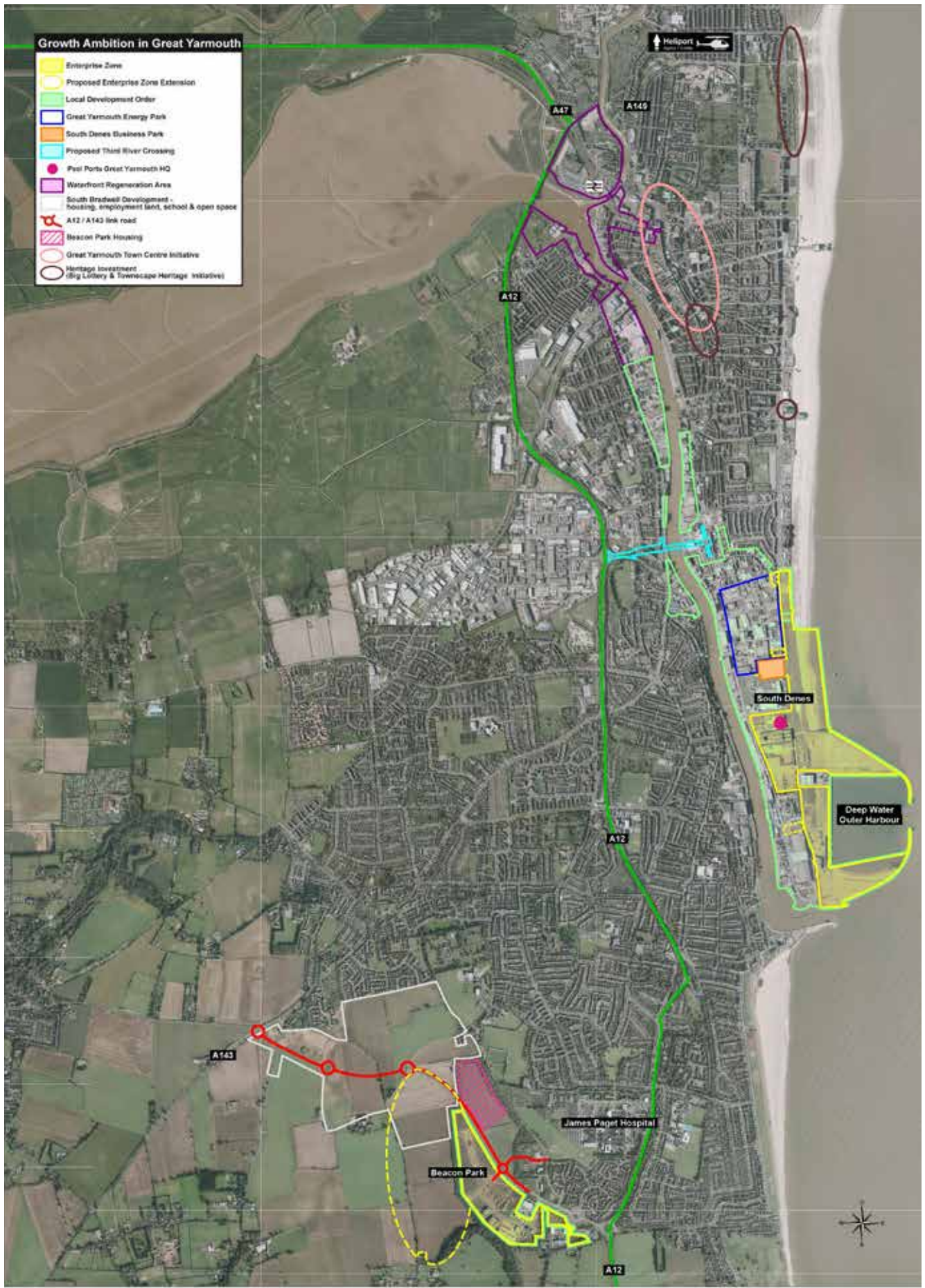


An extensive programme of events and performances animate the town's public spaces

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 the St George's area and the south of the town centre has earned funding and support from Design Council Cabe's SeaChange programme and Heritage Lottery Funding, and been recognised by the Gulbenkian Foundation and European Union awards.

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



Strategic Planning
 Town Hall, Hall Place
 Great Yarmouth, Norfolk, NR20 7JF
 Customer Contact Centre Tel: (01493) 856100
 Email: planning@greatyarmouth.gov.uk
 Web: www.greatyarmouth.gov.uk

Operate:	
Department:	
Drawing No:	
Rev:	01 of 02



Great Yarmouth Outer Harbour serving offshore energy



Celebrity chef Heston Blumenthal broadcasting from a Great Yarmouth market stall



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



Great Yarmouth Christmas Fayre

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), 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 commercial investment and consumer spend.

The opportunity for the town centre is...

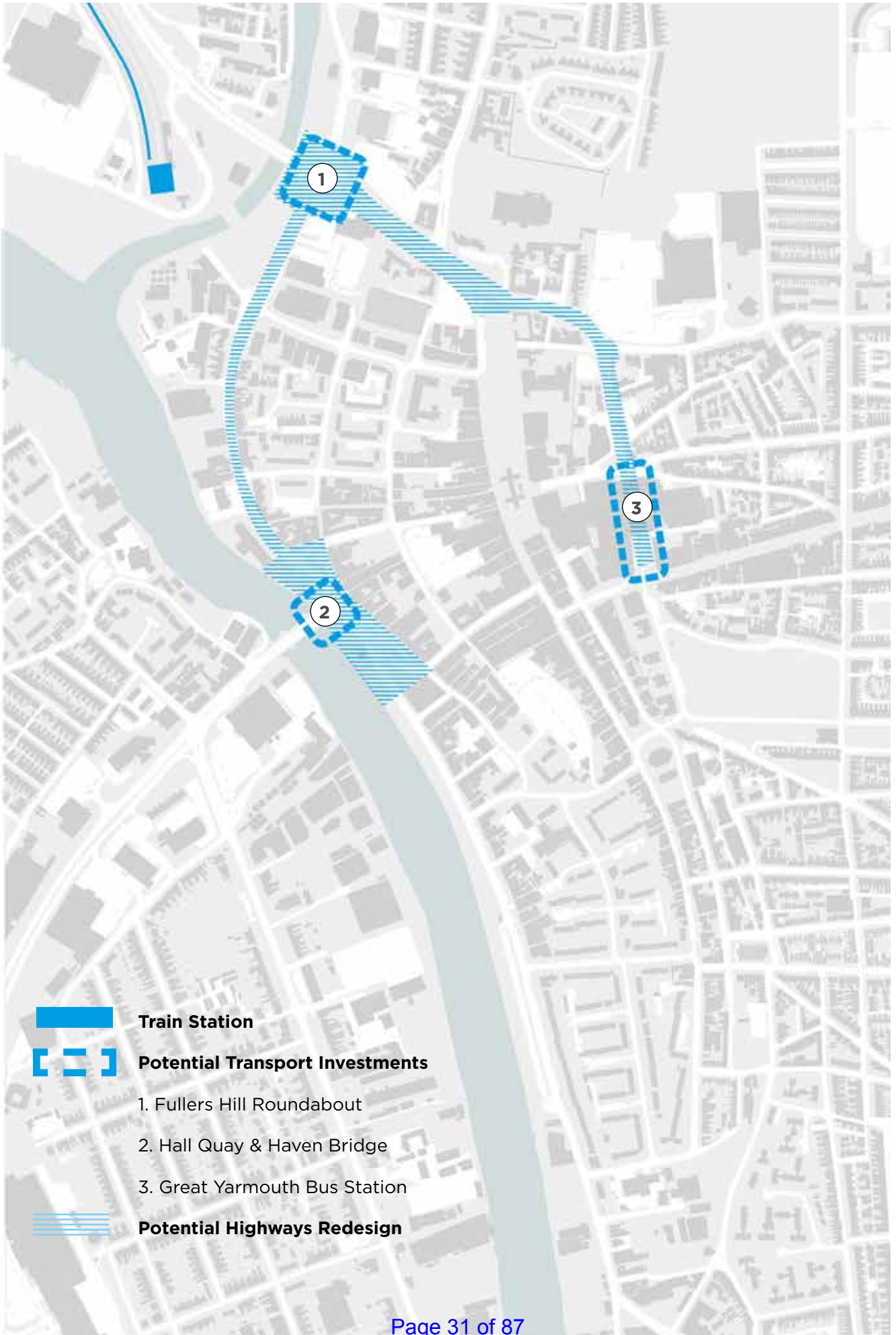
...long term, to create a broader retail, leisure and residential offer that can attract more of this sector's businesses and workforce.

Shops & Services

Great Yarmouth is the primary retail and service centre for the borough. The 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 from online shopping. 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 opportunity for the town centre is...

...to manage this transition, diversify the retail/market offer, and combine leisure, employment and residential uses in new ways to 'take up the slack', drive footfall and stimulate investment.



Town Centre Transport Infrastructure



Great Yarmouth Bus Station under Market Gates Shopping Centre



Approach to Great Yarmouth via Acle New Road

2.3 New transport infrastructure will have a positive 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 positive 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 and Gapton 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 A47, 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. This was submitted to Government on 30th of March 2017.

The opportunity for the town centre is...

...to reallocate roadspace 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 Quay 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.



Great Yarmouth Local Plan Core Strategy (adopted 2015)

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.

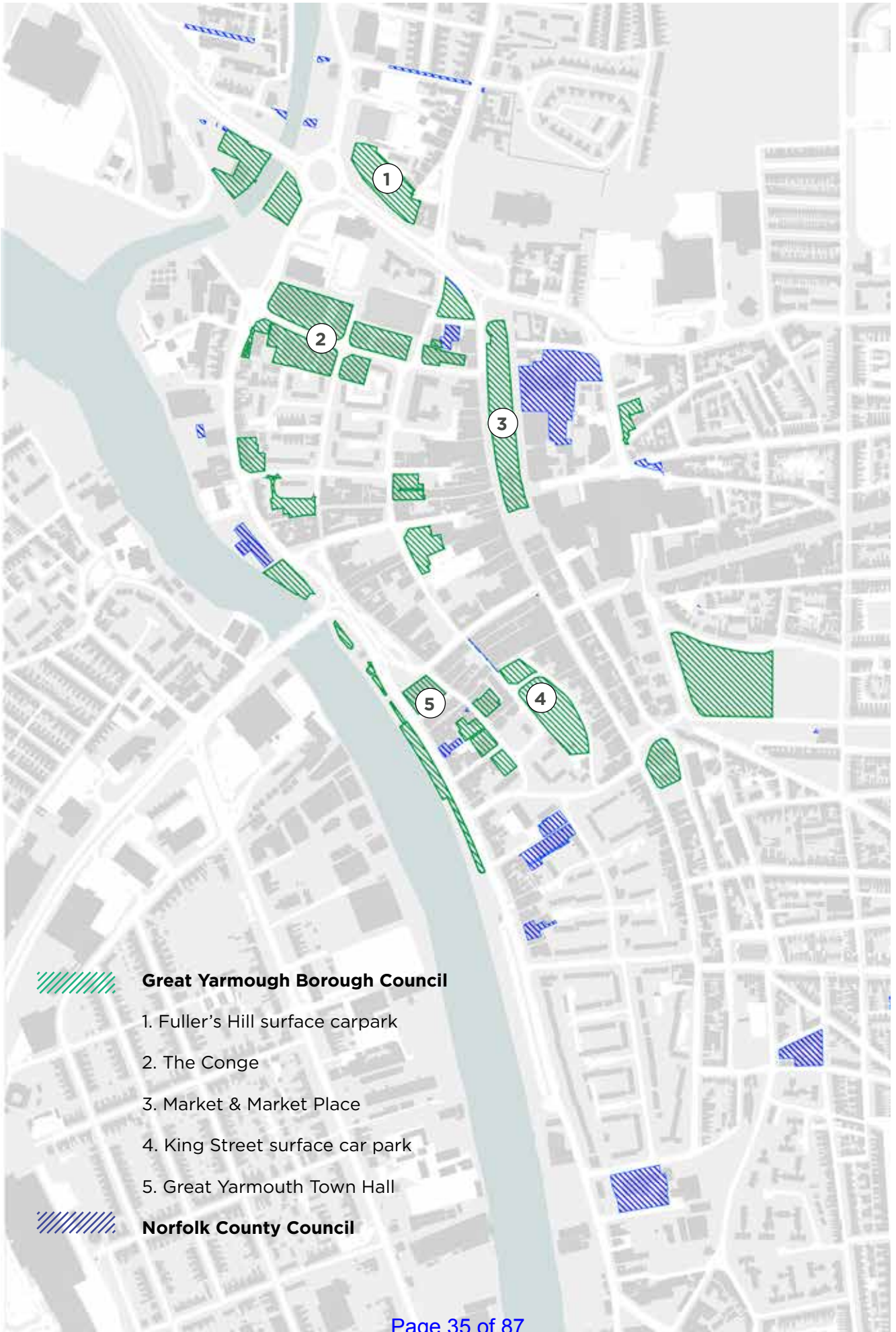
The opportunity for the town centre is...
 ...to link the various corporate strategies and planning policies together into a coherent set of proposals that can give material form and tangible outcomes to realise those commitments in accordance with national and local planning policy objectives.



Great Yarmouth Economic Growth Strategy (adopted 2017)

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.



Town Centre Public Sector Landownership



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 carparks 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 opportunity 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.



Town Centre Vacant Buildings



Former Co-op building, Market Place, now occupied by Edinburgh Woollen Mill, Peacocks and Ponden Home



Victoria Arcade, providing smaller units for niche retailers and service providers

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 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, including in Victoria Arcade, for successful businesses displaced by the recent fire in commercial properties on Regent Road.



Marks & Spencer, King Street



BHS, Regent Road

The opportunity 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 opportunity for the town centre is...

...to ensure that its regeneration is inclusive, recognises local people's culture and identity, and retains and enhances the services and amenities they have reason to value.



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 opportunity 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 opportunity 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.



Case study

Minster Church of St. Nicholas Great Yarmouth

Great Yarmouth's Grade II* listed Minster Church is, on floor area alone, the largest parish church in the country, with parts dating to the early 12th century. Set in the attractive green space of the cemetery gardens, and between the oldest part of the Historic Town Wall and Market Place, the Minster is the largest venue in the town and is used for civic celebrations such as the mayor's service, the Queen's birthday, town parades and the blessing of fishing nets. The Minster is a member of the national Greater Churches Network and has a strong music ministry. The ministry team and governing members of the Parochial Church Council (PCC) are currently consulting to build a shared and sustainable vision for the Minster to maximise the potential this unique architectural and historical asset presents to the parish and wider community of Great Yarmouth.

...The **Heart of the Town Centre** around the junction of King Street and Regent Road has regained its vitality with a range of new occupiers and operators including a leisure-based anchor (for example a cinema), cafes, bars and restaurants.

...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 council has adopted guidance to guide the future regeneration and unlock the potential of **Hall Quay**. With the Third River Crossing near completion, there is significant commercial interest in refurbishment and new development...

3. Vision

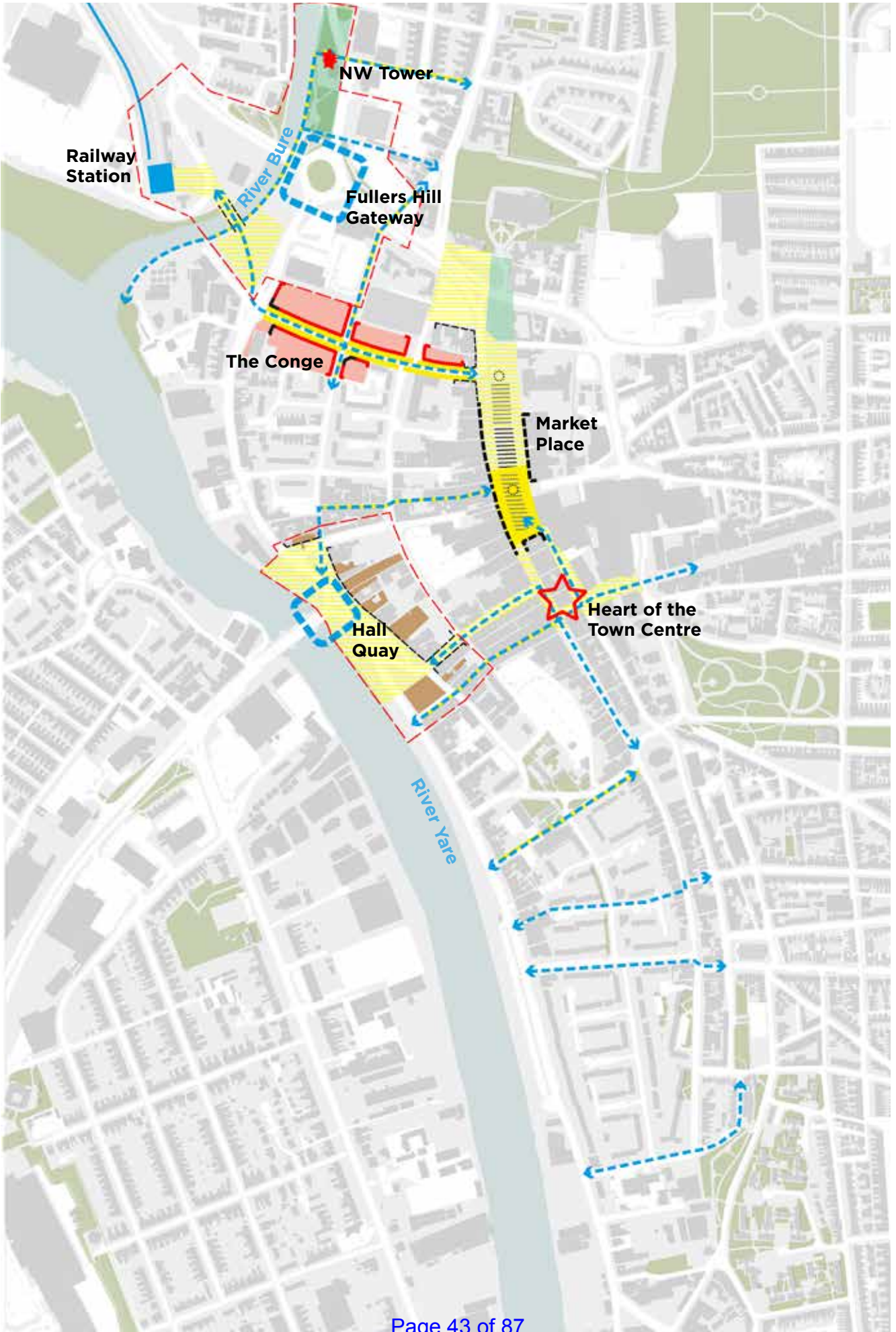
By 2025, new investment and employment in the town centre is generating renewed pride in Great Yarmouth and building confidence for its future...

...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**. Together with the improved frontages this has created a beautiful setting for an expanded programme of events...

...The setting of Fullers Hill, Acle New Road, the roundabout, train station and quayside creates a new **Sense of Arrival** at this key junction of road, rail and water, linked to the new development on The Conge...

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

...Achieving these objectives the masterplan will have been delivered and the scene set for the next stage of development of the town centre.



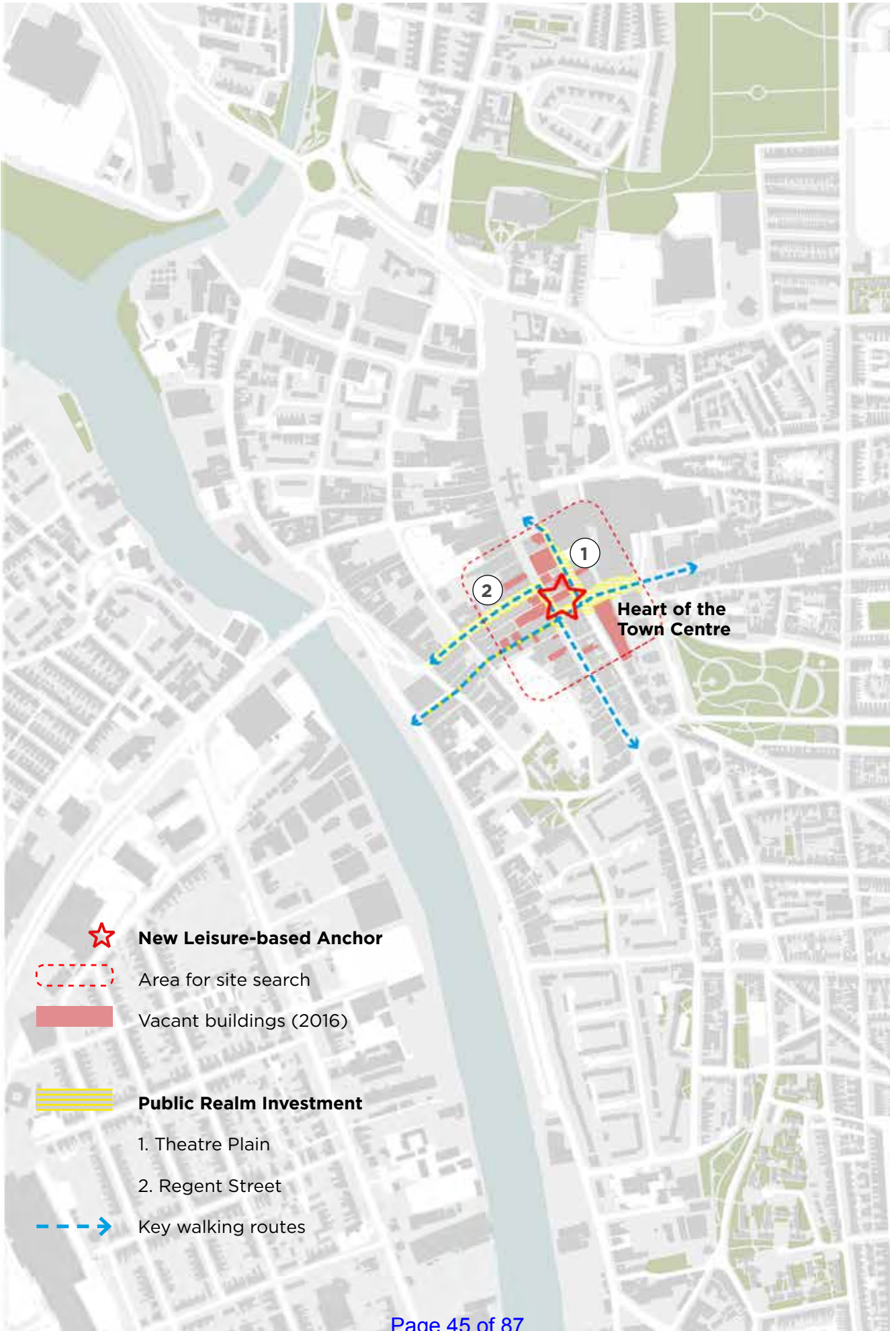
The Town Centre Masterplan

4. Masterplan Framework & 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.

The projects involve capital investment in new development and public realm, with targeted service delivery in market operations, business support and events, as set out below and overleaf.

<i>Objective</i>	<i>Project</i>	<i>Activity</i>	
a. Strengthening the Heart of the Town Centre	a.1 New leisure anchor development	Business case, site/design options, feasibility study	
		Detailed design and planning	
		Construction and letting	
		Launch and operation	
	a.2 Broader events programme	Research and audit	
		Pilot events programme Regular events programme	
a.3 Public realm investment	Theatre Plain street improvement		
	Regent Street street improvement		
b. Improving the Markets and Market Place	b.1 Better market operations	Better management of both markets	
		Better facilities for the 6-day market	
		Better facilities for the 2-day market	
	b.2 Business support	Shopfront improvement scheme	
		b.3 Public realm investment	Design concept and funding bids
			Relandscaping of Market Place south Relandscaping of Market Place north Relandscaping of Church Square
c. Transforming the Conge	c.1 Business support	Engagement and support package	
		c.2 New mixed-use development	Design concept and development brief
	Stage 1 Detailed design & planning		
	Stage 1 Business transition & site assembly		
	Stage 1 Construction & letting		
c.3 Public realm investment	Stage 2 Preparation		
	The Conge street improvement		
d. Creating a Sense of Arrival at the Town Centre	d.1 Public realm investment	Station, roundabout & bridge improvement	
	d.2 New mixed-use development	Design concept and development brief Stage 1 Detailed design and planning	
e. Unlocking the potential of Hall Quay	e.1 New mixed-use development	Design concept and development brief	
	e.2 Public realm investment	Design concept and funding bids	
f. Linking it all together	f.1 Public realm investment	Signage and row improvement pilot	
		Signage and row improvement programme	



Strengthening the Heart of the Town Centre

a. Strengthening the Heart of the Town Centre

Objective:

By 2025, 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 leisure anchor development

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

Business case, site/design options, feasibility study

Purpose:

To determine the best route to deliver the new cinema for the town centre 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 new town centre cinema can best respond to the various planning, conservation, access and commercial demands of the site and use

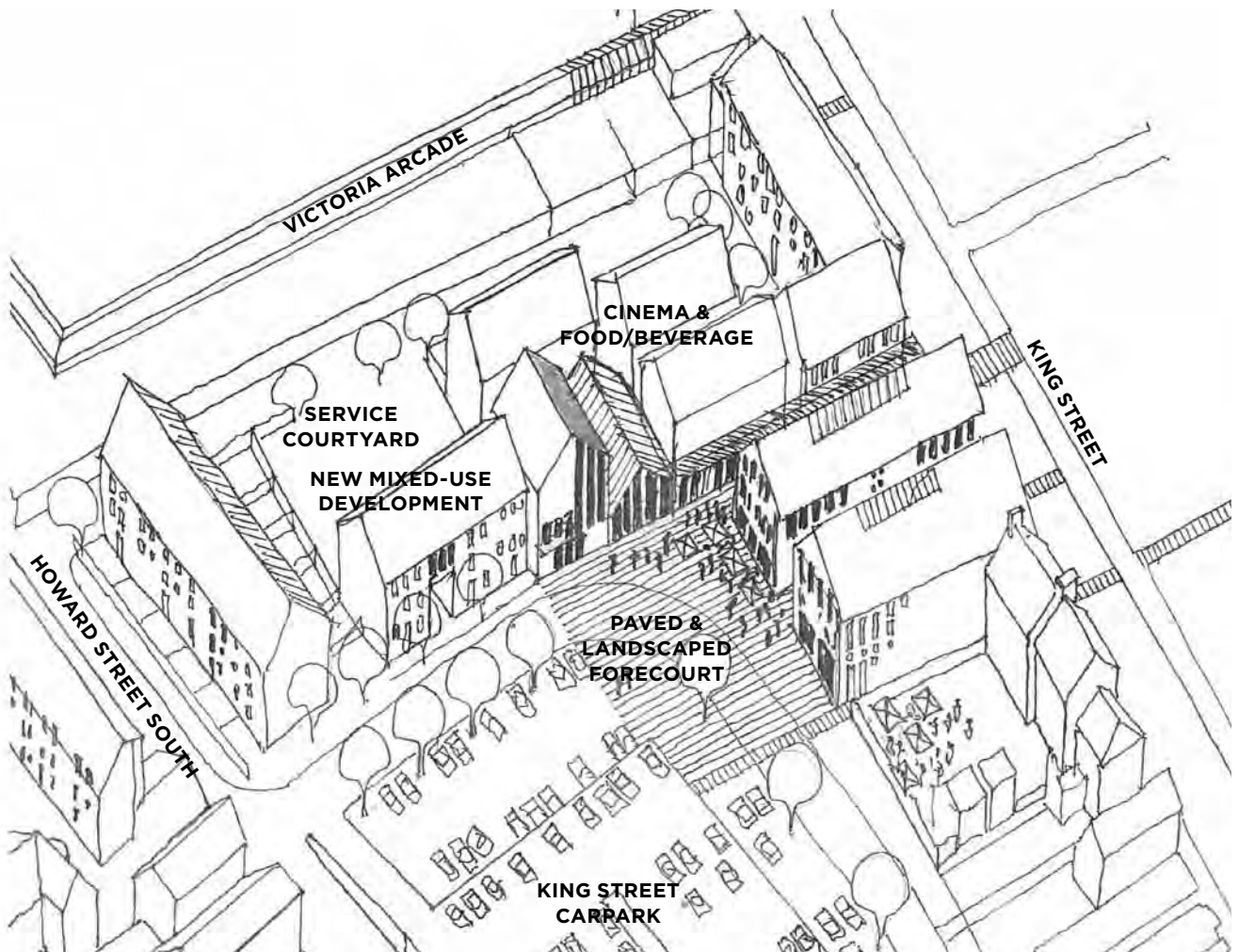
Actions:

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

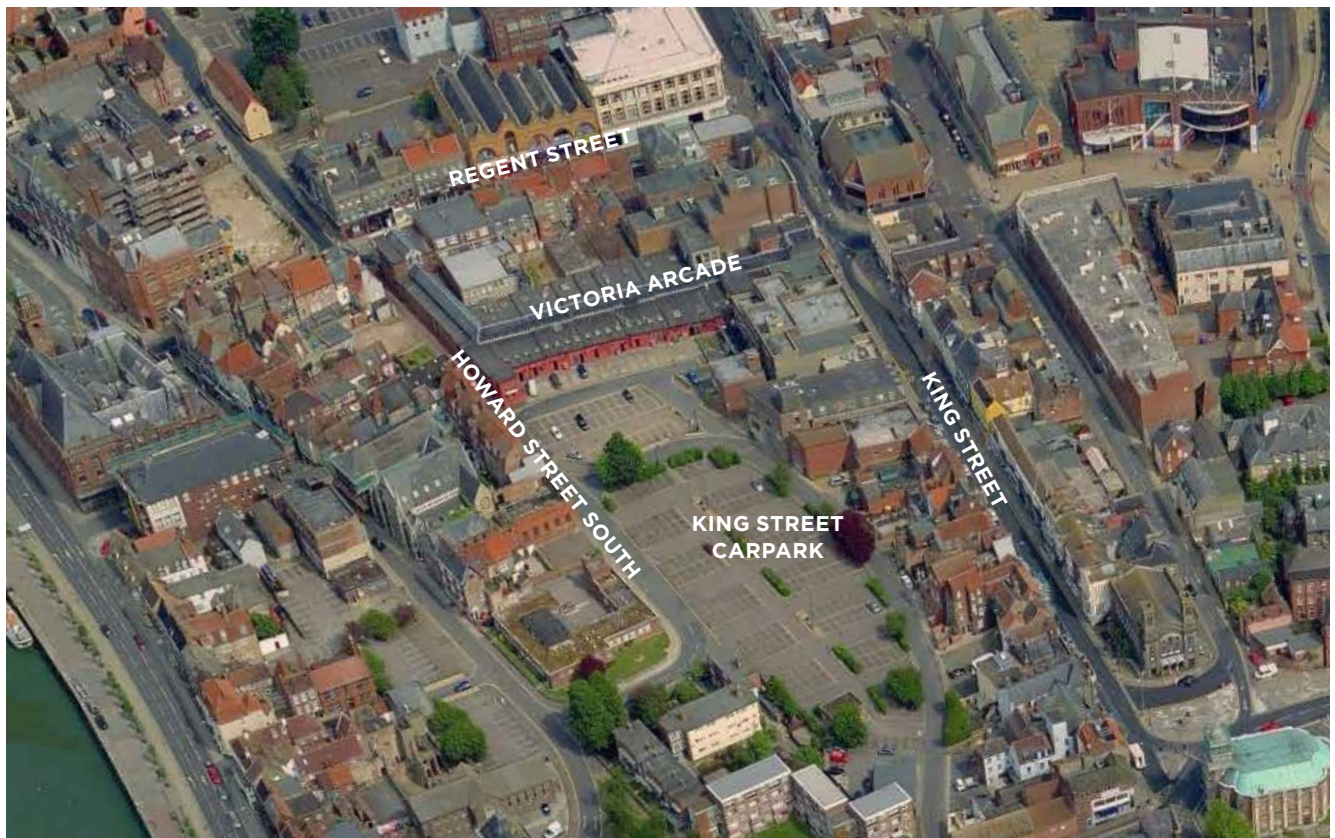
- Development partner selection
- Site acquisition/assembly
- Design development
- Planning application
- Detailed design

Outcomes:

New town centre cinema proposal is ready for construction.



Indicative 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.

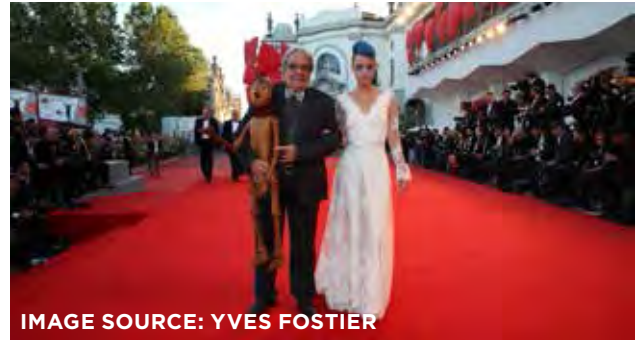


IMAGE SOURCE: YVES FOSTIER

'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.



IMAGE SOURCE: CAMBRIDGE FILM FESTIVAL

Outdoor film event in Cambridge



IMAGE SOURCE: XXX

a.2 Broader events programme

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:

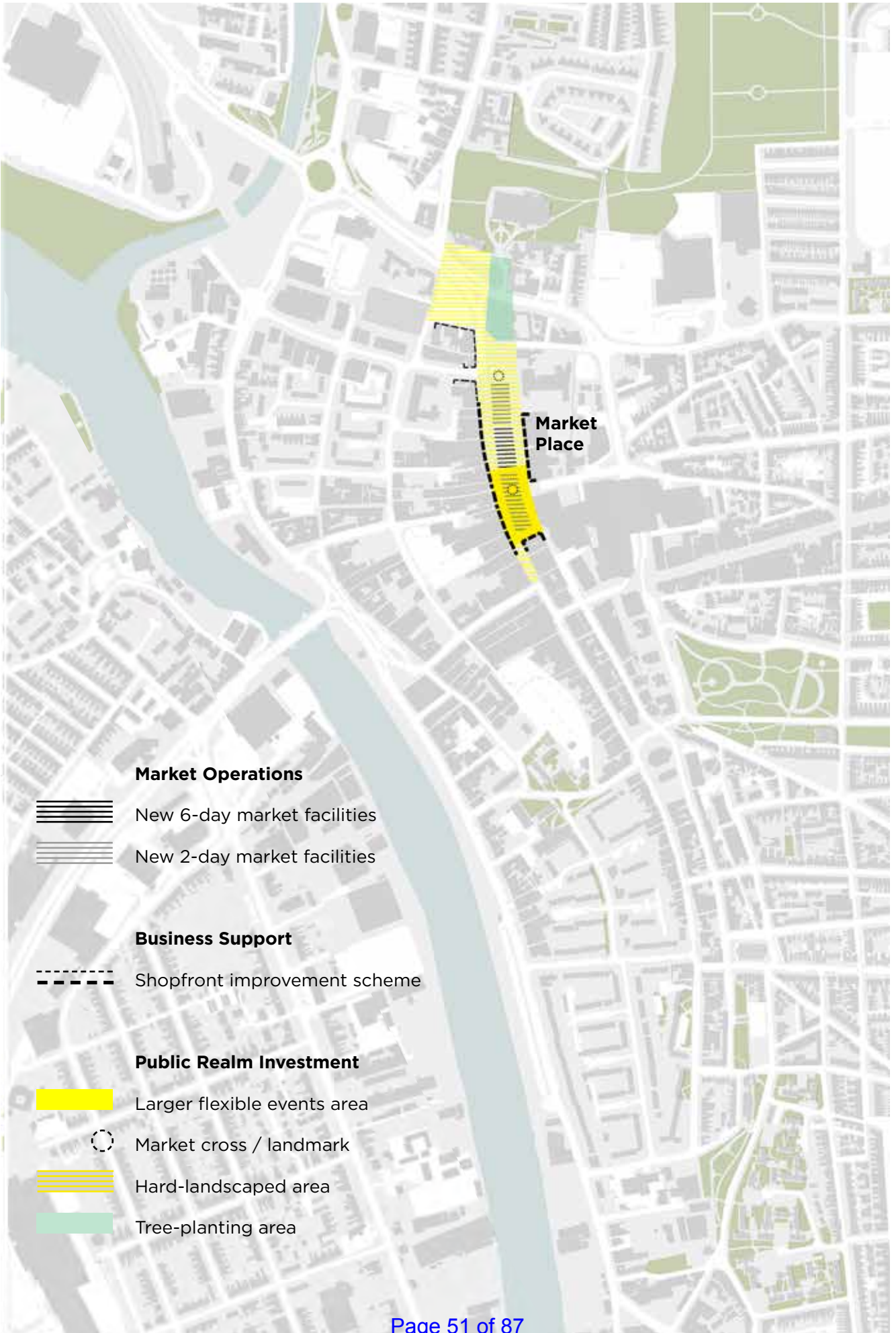
To stimulate movement and commercial activity between the heart of the town centre and Hall Quay

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 Quay.
- 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.



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b. Improving the Markets and Market Place

Objective:

By 2025, trade and custom in the 6- 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 improved building frontages.

b.1 Better 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, on site 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 buildings 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:

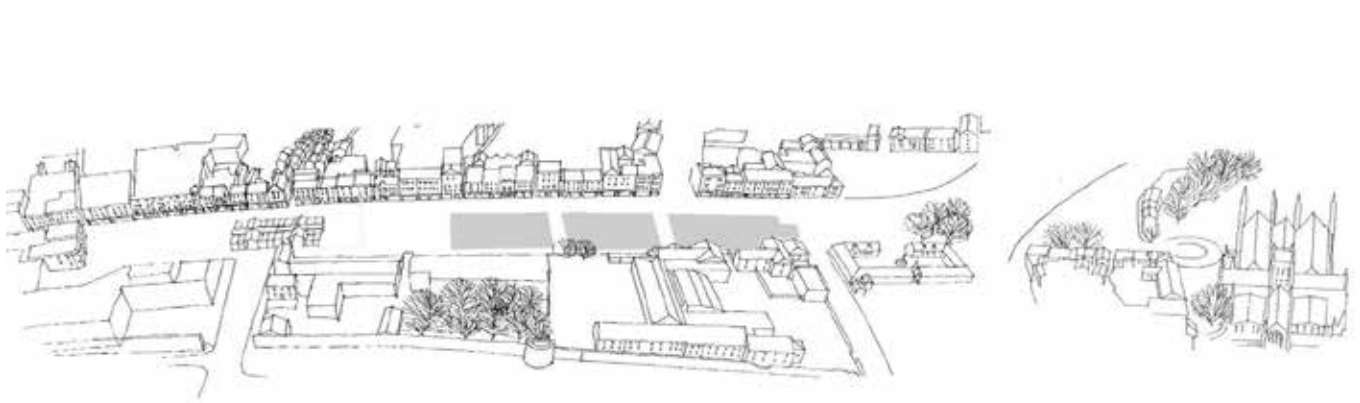
- Engage with stakeholders
- Develop and implement detailed design of the following elements:
 - Relandscape area with new paving, lighting, street furniture, etc.
 - Provide new 6-day market facilities between Row 38 and Market Row approximately

Outcomes:

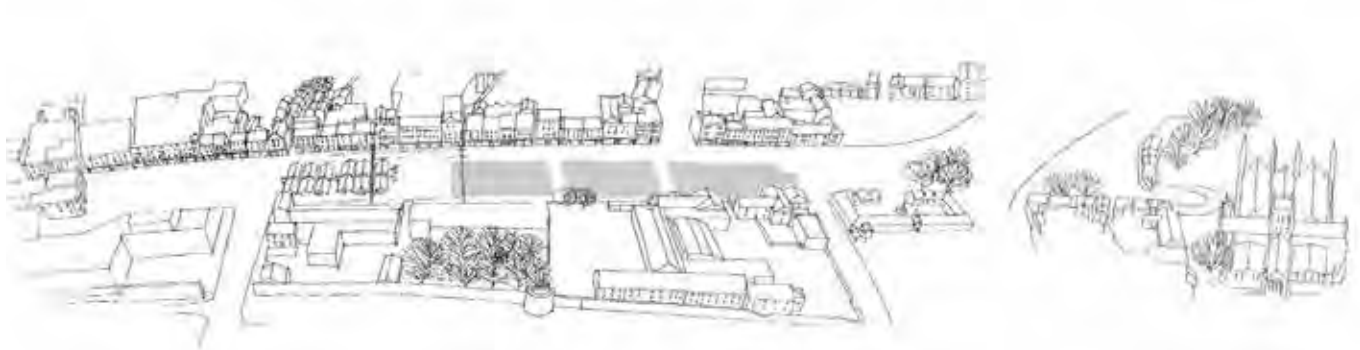
- 6-day market has new purpose-built accommodation.
- Current 6-day market facilities can be removed to enable reconstruction of Market Cross.
- Market Place enjoys a high-quality uncluttered setting appropriate to its national/ international heritage value.
- Lighting, signage and street furniture are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

SIX DAY MARKET PLACE REDEVELOPMENT OPTIONS

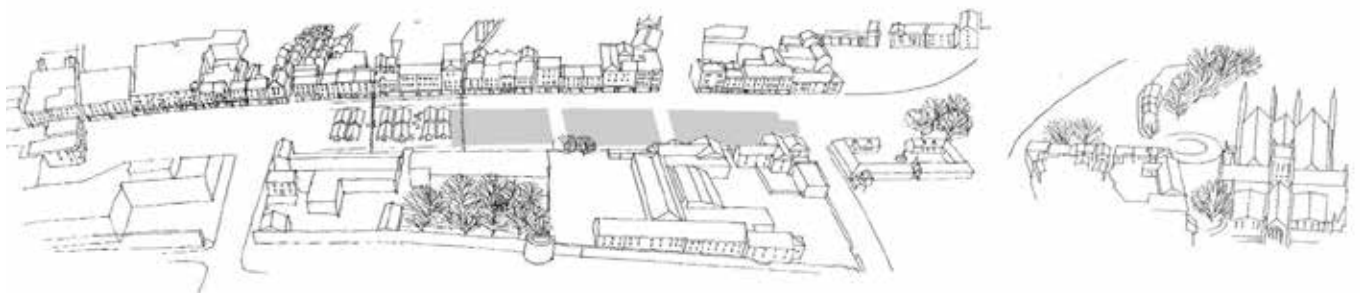
In redeveloping the 6-day Market, consideration has been given to scoping two options to reposition the 6-day market, with the overall aim of creating a better event space and more clearly defined 2-day market space.



CURRENT SITUATION



OPTION 1
Move 6-day market back half a footprint



OPTION 2
Move 6-day market back one footprint



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:

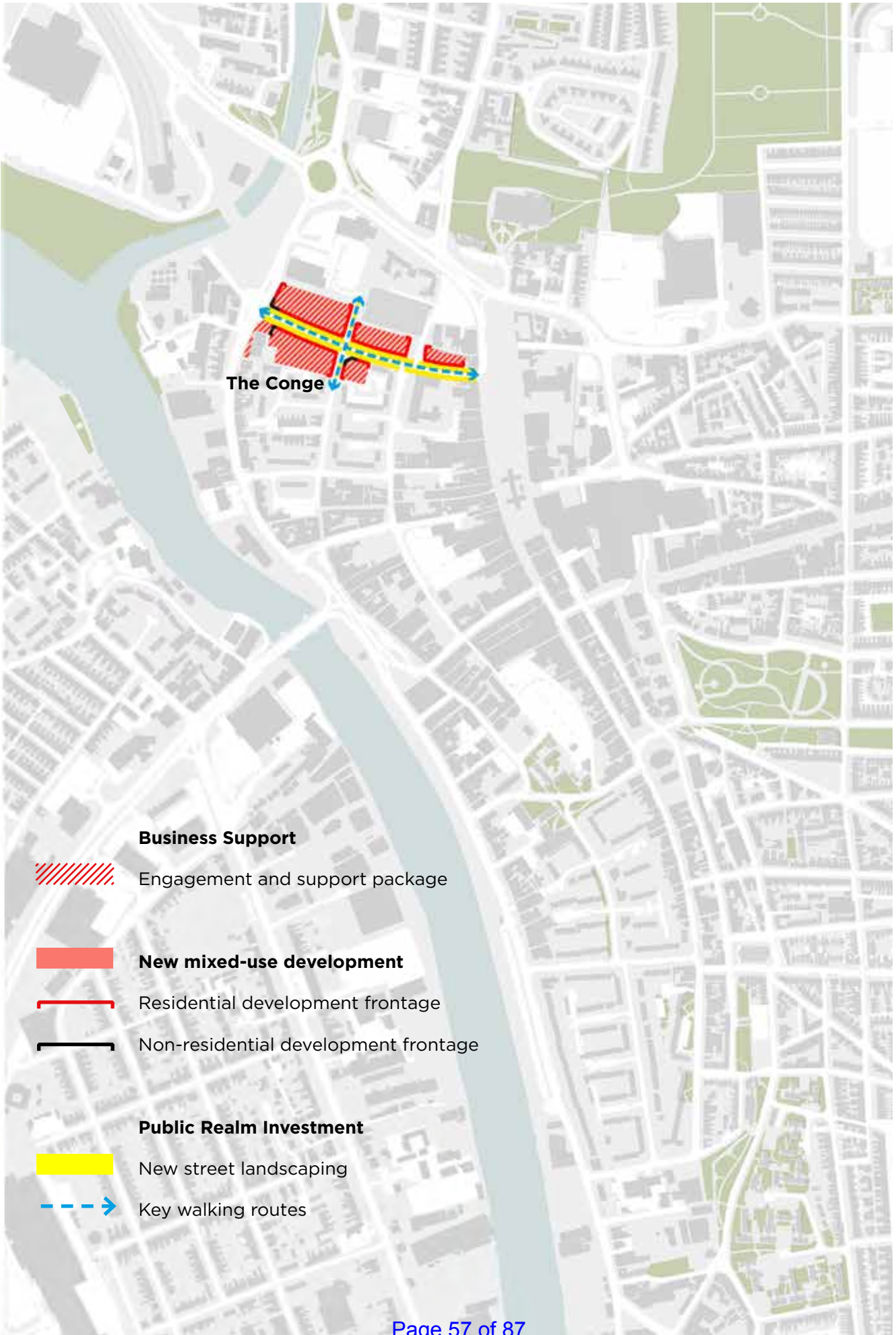
To provide better market facilities, carparking and landscaped setting to deliver the vision for the Market Place and link it to transformation on the Conge

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.



Transforming The Conge

c. Transforming the Conge

Objective:

By 2025, 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.

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.

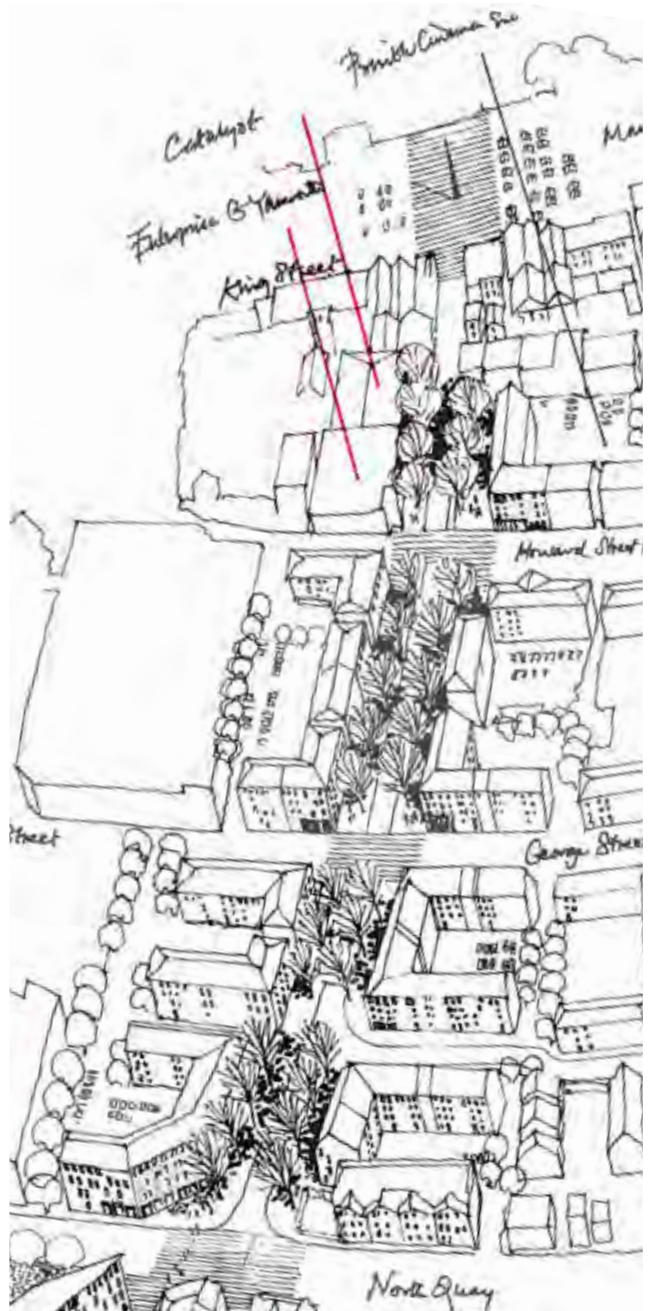


Involving local residents and businesses in the process of change



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.



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.



CURRENT AERIAL VIEW OF THE CONGE

c.2 New 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.



Example public realm treatment - shared surface with material differentiation

Design concept & development prospectus

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 prospectus 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 prospectus 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.



Example of relandscaping with street trees

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.

Phase 1 pavement relandscaping

Purpose:

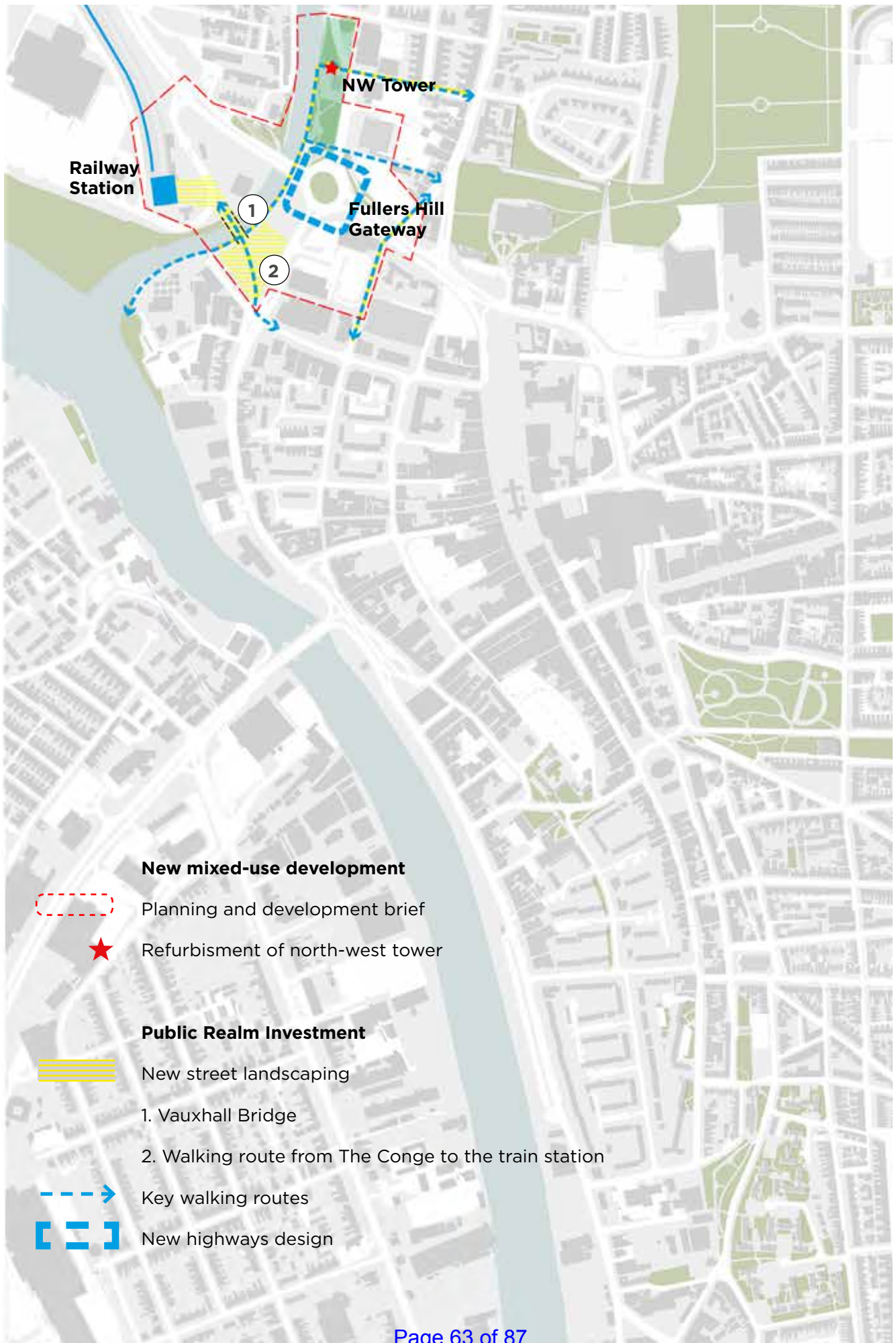
To create a high quality setting for new development

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.



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Creating a Sense of Arrival

d. Creating a Sense of Arrival at the Town Centre

Objective:

By 2025, the setting of Fullers Hill, Acle New Road, the roundabout, train station and quayside creates a new Sense of Arrival at this key junction of road, rail and water, linked to the new development on The Conge.

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:

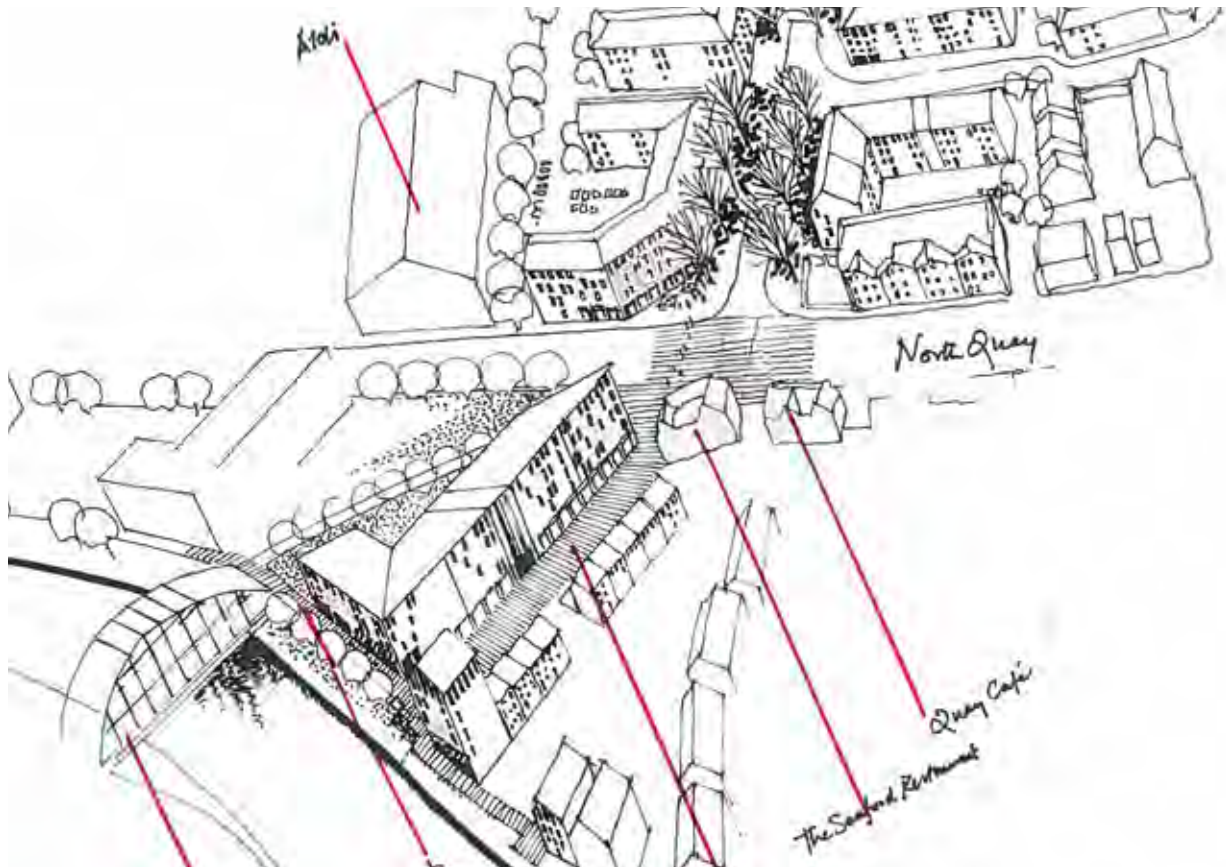
To support pedestrian movement between the station and the town centre, with a sense of welcome for those travelling in either direction

Actions:

- Engage with stakeholders including Abellio Greater Anglia, 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.



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 (before and after)

d.2 New mixed-use development

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



Potential for revitalised junction and improved pedestrian connection between The Conge and Vauxhall Bridge

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

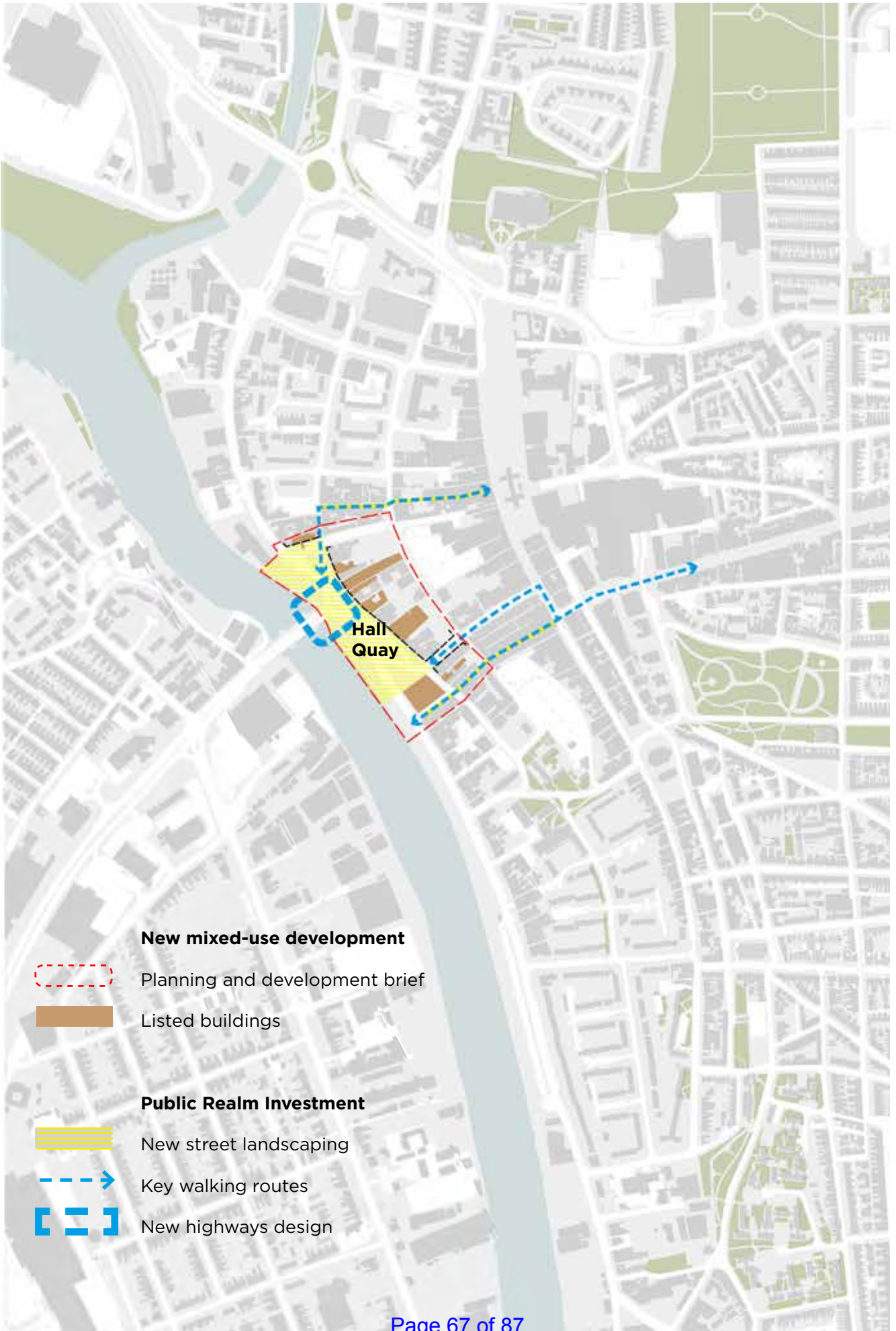
Actions:

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





New mixed-use development


 Planning and development brief

 Listed buildings

Public Realm Investment

 New street landscaping

 Key walking routes

 New highways design

Unlocking the potential of Hall Quay

e. Unlocking the potential of Hall Quay

Objective:

The Council has put in place planning guidance for the conservation of existing buildings, and with the Third River Crossing nearing completion there is significant commercial interest in investing in Hall Quay as a location for leisure-based development.

e.1 New mixed-use development

Refurbish and regenerate buildings fronting onto Hall Quay for leisure-based uses

e.2 Public realm investment

Refurbish and regenerate buildings fronting onto Hall Quay for leisure-based uses

Planning and development brief

Purpose:

To guide stakeholders in delivering new uses and investment to properties fronting Hall Quay

Actions:

- Engage with stakeholders
- Develop general land use and planning concept for the Hall Quay area including heritage conservation, mix of uses, scale and character of development, and street/junction design and landscaping
- Prepare and adopt a planning and development brief to guide the type, size and form of new development

Outcomes:

- There is a shared vision for the future of Hall Quay amongst the general public and stakeholders in the context of the planned Third River Crossing.
- Planning and 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

Signage & Row improvement pilot

Purpose:

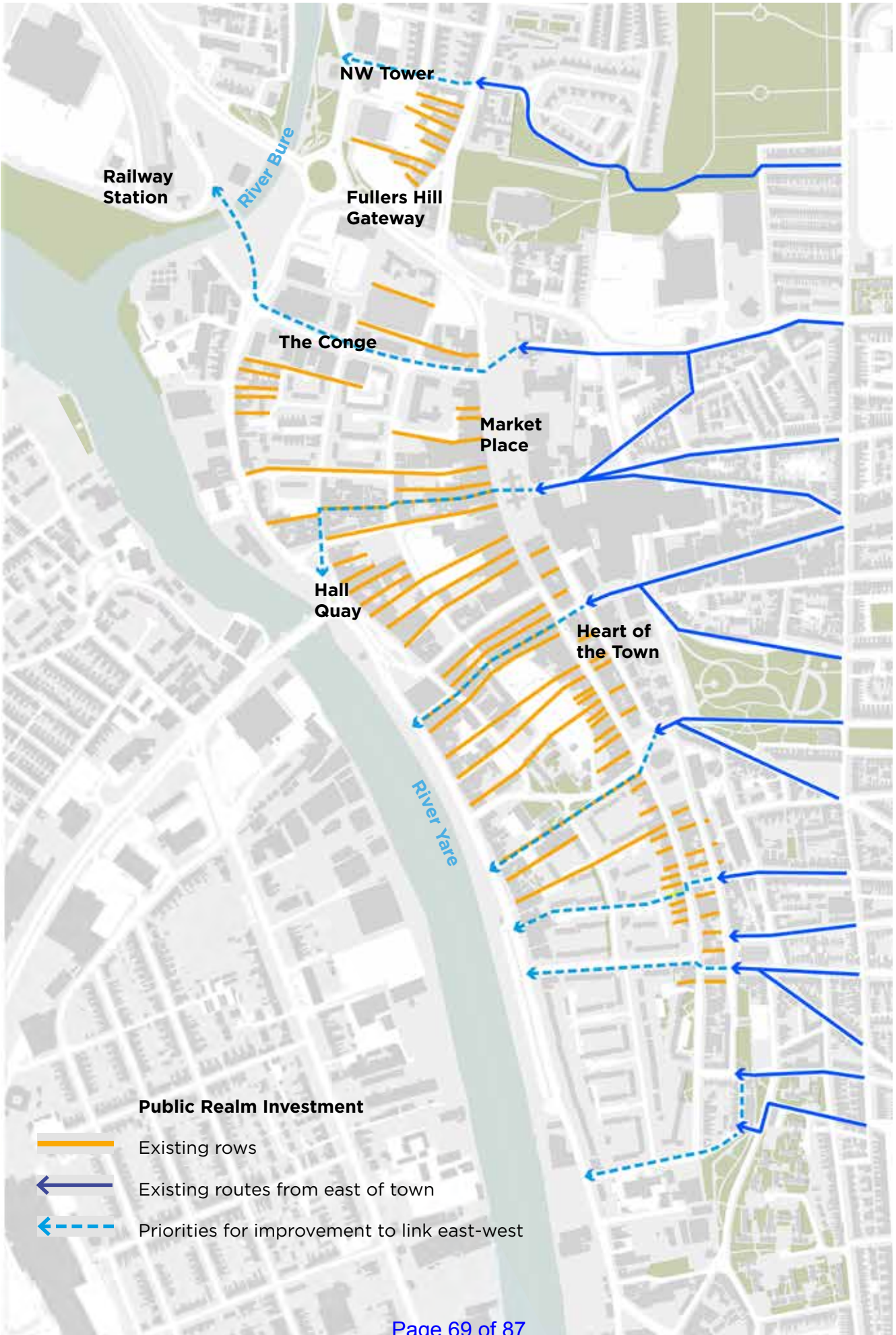
To develop and test a replicable approach to wayfinding and public realm through the historic core of the town centre that can enable people to discover and experience the its unique character and structure

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.



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Linking it all together through the Rows

f. Linking it all together

Objective:

Wayfinding is improved across the town through key parts of the network of Rows, increasing footfall to make the town centre feel safer and stimulate commercial uses

f.1 Public realm investment

Investment in the public realm of the historic Rows which link the whole town centre together.

Signage & Row improvement pilot

Purpose:

To develop and test a replicable approach to wayfinding and public realm through the historic core of the town centre that can enable people to discover and experience its unique character and structure

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 on site
- 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.



Great Yarmouth's west-facing historic South Quay, with its collection of museums including the Nelson Museum, Elizabethan House, and Row Houses



Great Yarmouth's east-facing seafront prom, with its collection of visitor attractions including its fine beach, Britannia Pier and SeaLife Centre



View westwards from King Street via Row 83 to King Street carpark and Lighthouse Medical Centre



View westwards through the two blocks of Lighthouse Medical Centre divided by Row 83



View eastwards from rear of Elizabethan House to Lighthouse Medical Centre along Row 83



Row 83 entry at Elizabethan House, South Quay

Row 83



View eastwards along Yarmouth Way to St George's Theatre on King Street



View westwards to Tolhouse Museum (left) with view under library to quayside beyond (centre)



View westwards to quayside approaching along Row 106, also known as Gaol Row



South Quay frontage, looking back to library

Row 106

King Street

South Quay



The Mariner's Tavern on Howard Street viewed from Palmers' carpark, where the paving and lighting of Row 60 is continued through the carpark to link from Market Place to Hall Quay

Signage & Row improvement programme

Purpose:

To roll out a programme of wayfinding and public realm improvements throughout the historic core of the town centre, that can enable people to discover and experience its unique character and structure

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 on site
- 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.



Market Row, Great Yarmouth

	Phase 1 2017-18	Phase 2 2019-21	Phase 3 2022-24
a. Strengthening the Heart of the Town Centre			
a.1 New leisure anchor development			
Business case, site/design options, feasibility study			
Detailed design and planning			
Construction and letting			
Launch and operation			
a.2 Broader events programme			
Research and audit			
Regular programme			
a.3 Public realm investment			
Theatre Plain street improvement			
Regent Street street improvement			
b. Improving the Markets and Market Place			
b.1 Better market operations			
Better management of both markets			
Business case, design options, feasibility study for better 6-day market facilities			
Detailed design and planning for better 6-day market facilities			
Construction and letting of new 6-day market			
Better facilities for the 2-day market			
b.2 Business support			
Shopfront improvement scheme			
b.3 Public realm investment			
Design concept and funding bids			
Relandscaping of Market Place			
Relandscaping of Church Square			
c. Transforming the Conge			
c.1 Business support			
Engagement and support package			
c.2 New mixed-use development			
Design concept and development brief			
Stage 1 Detailed design & planning			
Stage 1 Business transition & site assembly			
Stage 1 Construction & letting			
Stage 2 Preparation			
c.3 Public realm investment			
The Conge street improvement			
d. Creating a sense of arrival at the town centre			
d.1 Public realm investment			
Station, roundabout & bridge improvement			
d.2 New mixed-use development			
Design concept and development brief			
Stage 1 Detailed design and planning			
e. Unlocking the potential of Hall Quay			
e.1 New mixed-use development			
Planning brief			
e.2 Public realm investment			
Design concept and funding bids			
Relandscaping of Hall Quay			
f. Linking it all together			
f.1 Public realm investment			
Signage and row improvement pilot			
Signage and row improvement programme			

5. Delivery & Implementation

This section sets out an indicative phasing of the proposals over the eight years to 2025, the governance arrangements for the regeneration framework, and the resources the council is committing to supporting delivery.

5.1 Phasing

The regeneration framework is focussed on the short and medium term in recognition of two factors:

- Urgency of building confidence in the heart of the town centre, get the market working better, and leverage the council's asset base
- Timeline for the Third River Crossing, which will be crucial to the regeneration of the Station and Hall Quay areas

Accordingly, the masterplan proposals are phased according to the following periods, set out in more detail on the following pages:

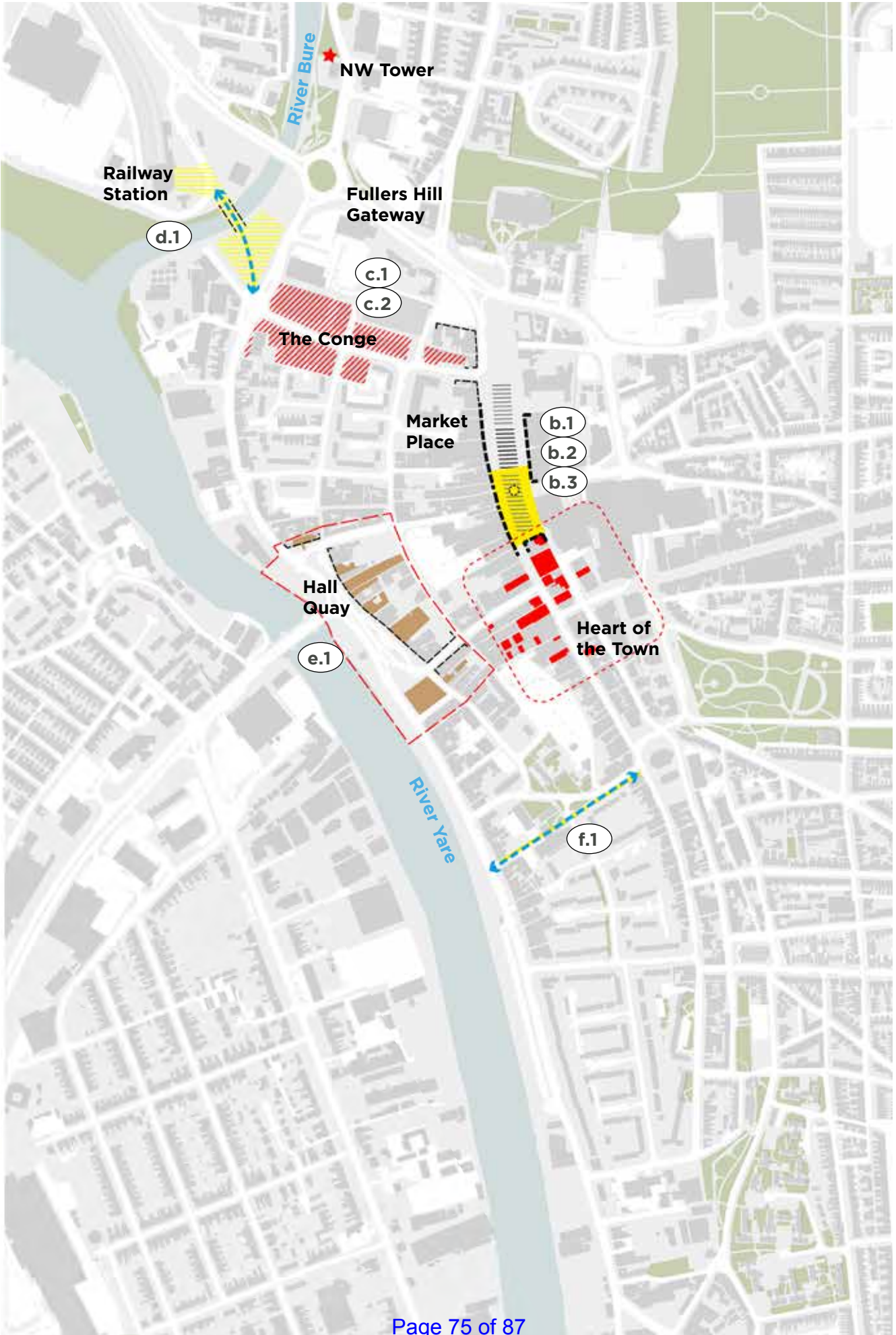
- **Phase 1: 2017-2018**; focussing on 'early wins' to build confidence in the town centre, and aligned to the commitment of existing and additional Council resources
- **Phase 2: 2019-2020**; the earliest reasonable deadline by which the major capital projects can be designed, approved, funded and delivered
- **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



Case study

Great Yarmouth Borough Council & Great Yarmouth Preservation Trust

The Borough Council and Preservation Trust have successfully partnered over a number of years to deliver new and sustainable uses for historic buildings. Working together they have refurbished and brought back into use some prominent and valuable listed buildings at risk, including the 17th Century Grade II listed No. 133 King Street (above). The Borough Council has arranged loans or mortgages secured against the property to match-fund Heritage Lottery Fund endowment grants secured by Preservation Trust. The Preservation Trust has then managed the repair, restoration, letting and maintenance of the buildings on a not-for-profit basis, repaying the loan/mortgage over time, providing training opportunities for apprentices, and investing surplus funds into the building portfolio.



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Phase 1 Plan

Phase 1: 2017-2018

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

The 'early win' projects include:

- Capital projects to improve the public realm, harnessing funding already committed by Norfolk County Council and New Anglia Local Enterprise Partnership
- Programme projects including expansion of the town centre events programme, exploring scope to extend its funding base
- Operational projects by the council to improve and develop its existing services for example management of the markets

In parallel, the council will work with stakeholders to develop the planning and design framework for the key transformational projects for the town - the Town Centre Cinema, the Market & Market Place, The Conge, and Hall Quay.

Key stakeholders in this phase include:

- Market traders
- Town centre retailers and landlords
- Norfolk County Council
- New Anglia Local Enterprise Partnership
- Historic England
- Arts Council England
- Network Rail & rail service operator

a. Strengthening the Heart of the Town

a.1 New leisure anchor development:

- Business case, site/design options, and feasibility study
- Detailed design and planning

a.2 Broader events programme:

- Research, consultation and audit
- Pilot programme

b. Improving the Market and Market Place

b.1 Better Market operations:

- Better management of both markets
- Better facilities for 6-day market
- Better facilities for 2-day market

b.2 Business support:

- Shopfront improvement scheme

b.3 Public realm investment:

- Design concept & funding bids
- Relandscaping of Market Place south

c. Transforming the Conge

c.1 Business support:

- Engagement & support package

c.2 Mixed-use development:

- Design concept & development brief

d. Creating a Sense of Arrival at The Town Centre

d.1 Public realm investment:

- Station, roundabout & bridge improvement

e. Unlocking the potential of Hall Quay

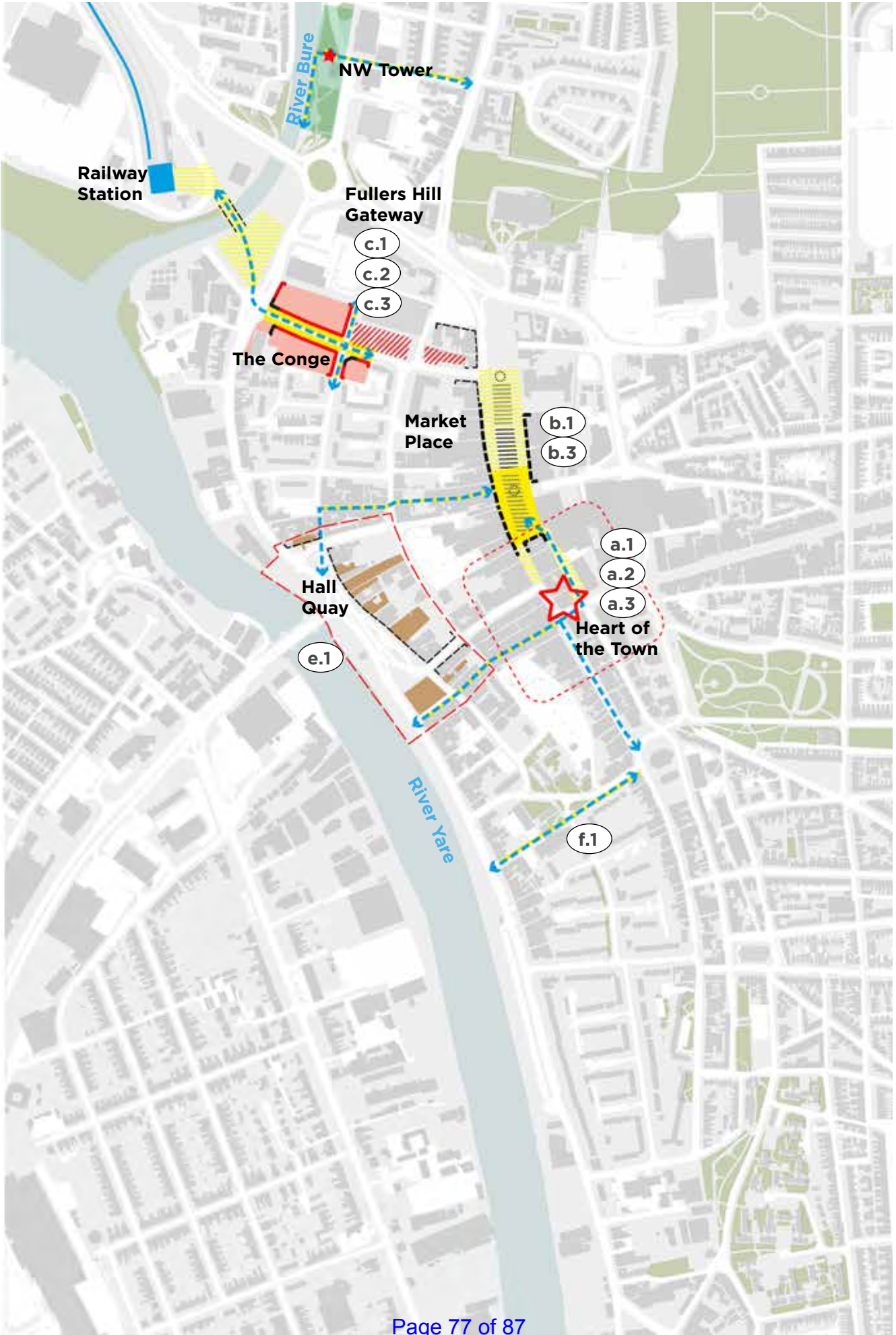
e.1 New mixed-use development:

- Planning and development brief

f. Linking it all together

f.1 Public realm investment:

- Signage and row improvement pilot



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Phase 2 Plan

Phase 2: 2019-2020

The second phase of masterplan delivery focuses on the consolidation and completion of two major capital projects

The two major capital projects which will be delivered in this phase are:

- Town centre cinema; and
- Relandscaping of Market Place.

In parallel, the council will work with stakeholders to prepare the later transformational projects of the masterplan including the site assembly and detailed design of development in the lower (western) half of The Conge.

Key stakeholders in this phase include:

- Market traders
- Town centre retailers and landlords
- Norfolk County Council
- New Anglia Local Enterprise Partnership
- Historic England
- Arts Council England
- Town Centre Partnership BID

a. Strengthening the Heart of the Town Centre

a.1 New leisure anchor development:

- Construction and letting
- Launch and operation

a.2 Broader events programme:

- Regular programme

a.3 Public realm investment:

- Theatre Plain street improvement

b. Improving the Markets and Market Place

b.1 Better Market operations:

- Better facilities for 2-day market

b.3 Public realm investment:

- Design concept and funding bids
- Relandscaping of Market Place south
- Relandscaping of Market Place north

c. Transforming the Conge

c.1 Business support:

- Engagement & support package

c.2 New mixed-use development:

- Stage 1 Detailed design & planning
- Stage 1 Business transition & site assembly

c.3 Public realm investment:

- The Conge street improvement

e. Unlocking the potential of Hall Quay

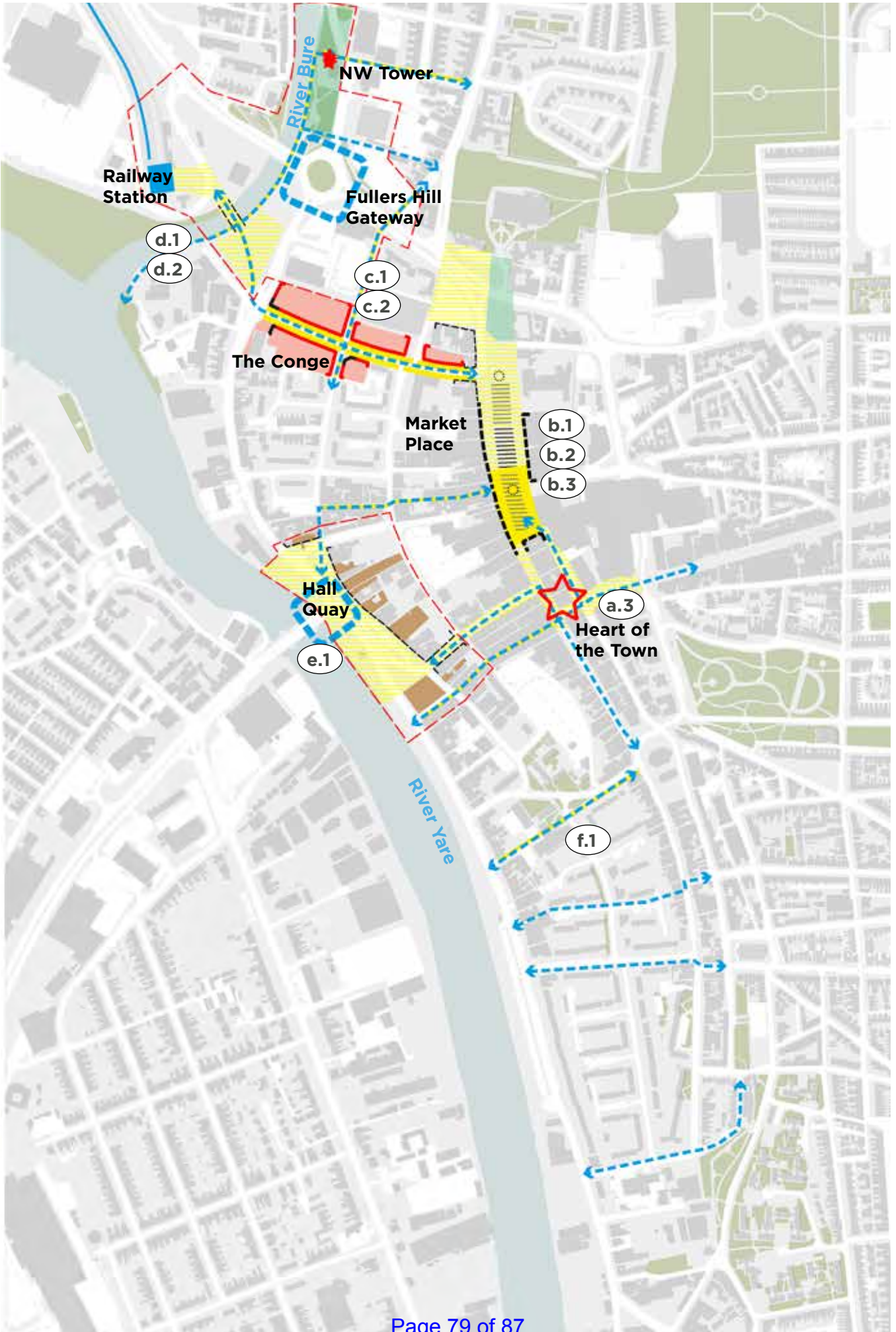
e.1 Public realm investment:

- Design concept and funding bids

f. Linking it all together

f.1 Public realm investment:

- Signage and row improvement programme



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Phase 3 Plan

Phase 3: 2021 - 2024

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

This phase 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 the Minster and Hall Quay
- Preparing for the next stage of delivery of The Conge and Hall Quay 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.

Key stakeholders in this phase include:

- Market traders
- Town centre retailers
- Norfolk County Council
- New Anglia Local Enterprise Partnership
- Historic England
- Arts Council England

a. Strengthening the Heart of the Town Centre

a.3 Public realm investment

- Regent Street street improvement

b. Improving the Markets and Market Place

b.3 Public realm investment:

- Relandscaping of Church Square

c. Transforming the Conge

c.2 New mixed-use development:

- Stage 1 Construction and letting
- Stage 2 Preparation

c.3 Public realm investment:

- The Conge street improvement

d. Creating a Sense of Arrival at The Town Centre

d.2 New mixed-use development:

- Design concept and development brief
- Stage 1 Detailed design and planning

e. Unlocking the potential of Hall Quay

e.2 Public realm investment:

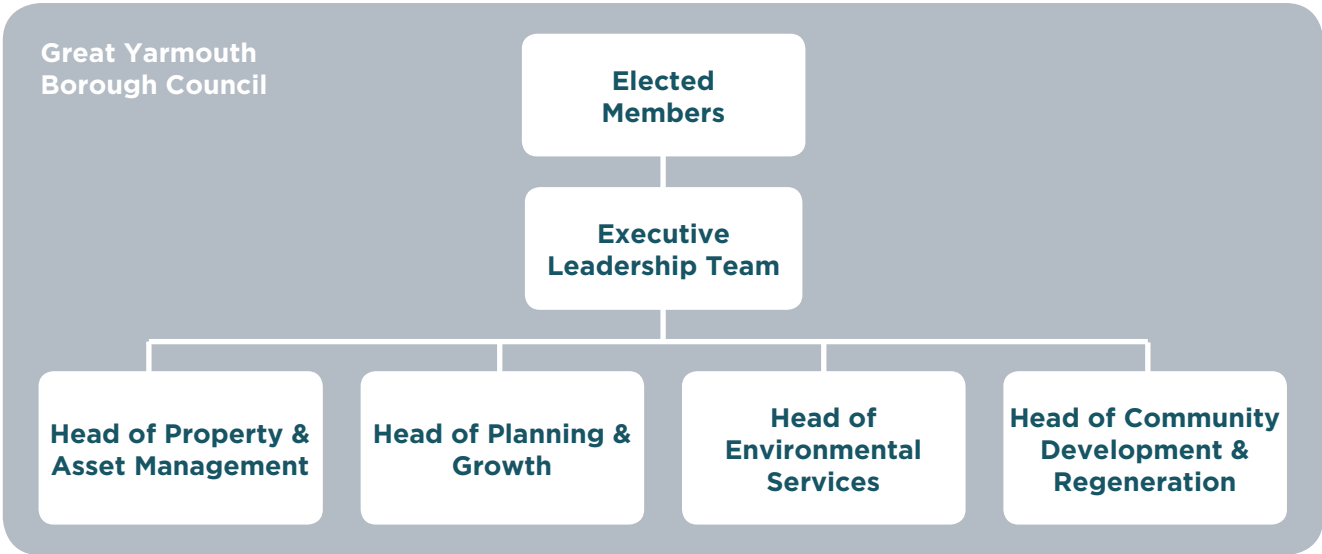
- Design concept and funding bids
- Relandscaping of Hall Quay

f. Linking it all together

f.1 Public realm investment:

- Signage and row improvement programme

Regional & National Stakeholders



Local Stakeholders





Stakeholder involvement

5.2 Resourcing & Funding

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:

To 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 the 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.

Subject: Appointments to the posts of Strategic Directors, Development Director and HR policy implications

Report to: Full Council 16 May 2017

Report by: Head of HR / OD

SUBJECT MATTER/RECOMMENDATIONS

To seek ratification of the initial recommendation from the Employment Committee following the recruitment and selection process undertaken by the Employment Committee.

Recommendation

To appoint Kate Watts as a Strategic Director

1. BACKGROUND

On 21 February 2017, Full Council considered the Organisational Development Report which had also gone to the Policy and Resources Committee on 7 February 2017. The Employment Committee were delegated to undertake the recruitment process in accordance with the Council's Constitution and to make recommendations of the selected candidates to Council.

Michelle Kirk (Director) of the East of England Local Government Association (EELGA) was engaged to provide independent professional assistance in the recruitment process to the Employment Committee alongside the Chief Executive. This included development of the assessment centre and support during the interview process.

The Employment Committee was attended by:-

Councillor Penny Carpenter
Councillor Kay Grey
Councillor Sue Hacon
Councillor Graham Plant
Councillor Carl Smith
Councillor Trevor Wainwright

Councillor Brian Walker

The Council established a bespoke microsite within the Council's website which provided information to potential candidates on the Council and the advertised posts. The posts were also advertised internally and externally through relevant media. The Council received eight applications for the posts of Strategic Director and three for the Development Director.

Assessment Centre Process

It was agreed with UNISON that two assessment centres would be run, one for the internal candidates which allowed them to apply and be assessed against the criteria of the post before external candidates were invited to take part in a second assessment centre.

Assessment centre on 26 and 27 April

The assessment centre for internal staff took place on 26 and 27 April and involved a number of independent panels and exercises such as a case study, stakeholder meeting and press briefing designed to test the competencies and suitability of the candidates for the posts. The Employment Committee undertook the interview process and candidates were also required to give a presentation on a set topic to the Committee prior to their interview. After all the interviews had taken place, the Committee were provided with feedback from the overall assessment process. The Employment Committee were assisted in this process by Michelle Kirk (EELGA) and the Chief Executive.

Following the conclusion of the internal assessment centre, the Employment Committee considered the candidates and it was agreed that Kate Watts should be recommended for appointment to the role of Strategic Director.

Assessment centre on 9 to 11 May 2017

The assessment centre for external candidates took place on 9 to 11 May 2017 and again, involved a number of independent panels and exercises designed to test the competencies and suitability of the candidates for the Strategic Director and Development Director posts. The Employment Committee carried out the same process as for the initial assessment centre. The Employment Committee were again assisted in this process by Michelle Kirk (EELGA) and the Chief Executive.

Due to candidate availability, further interviews are due to take place on 22 May

before concluding the assessment centre process for both the Strategic and Development Director roles. The Employment Committee will then be in a position to make a recommendation to Council on the Development Director and remaining Strategic Director post.

The Chief Executive will finalise the conditions of employment and start date for all successful candidates, once Council has agreed the appointments.

2. FINANCIAL IMPLICATIONS

The salary range applicable to these roles are within budgeted salary range and contained within the Council's approved Pay Policy Statement.

3. RISK IMPLICATIONS

There are no identified risk implications identified from the recommendations contained within this report.

4. POLICY IMPLICATIONS

Under the Council's Constitution (Article 41 – Officer Employment Procedure Rules) the appointment of any chief officer shall be by resolution of the Council on the recommendation of the Employment Committee.

An offer of employment as a Chief Officer shall only be made where no wellfounded objection from any Member of the Council has been received.

A review and consultation with UNISON is already underway on the redundancy and redeployment policy and the recommendations from this will go to Policy and Resources Committee on 13 June 2017.

5. RECOMMENDATIONS

To appoint Kate Watts as a Strategic Director

6. BACKGROUND PAPERS

Great Yarmouth Borough Council's Constitution
The Organisational Development Report to Full Council on 21 February 2017

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	
Existing Council Policies:	Constitution
Financial Implications:	
Legal Implications (including human rights)	
Risk Implications:	
Equality Issues/EQIA assessment:	
Crime & Disorder:	
Every Child Matters:	