

Hunstanton Prosperity Economic Plan



HUNSTANTON
PROSPERITY

Borough Council of
**King's Lynn &
West Norfolk**





HUNSTANTON PROSPERITY ECONOMIC PLAN

Key Information																			
1	Name of CCT Hunstanton Prosperity																		
2	Point of Contact Laura Hampshire Acting Regeneration Programmes Manager Borough Council of King's Lynn and West Norfolk King's Court Chapel Street King's Lynn Norfolk PE30 1EX Tel: 01553 616891 Mobile: 07768 505418 Email: Laura.hampshire@west-norfolk.gov.uk																		
3	CCT Membership																		
(a)	<i>Names and positions</i>																		
	<table border="0"> <tr> <td>Cllr Alistair Beales</td><td>Borough Council of King's Lynn & West Norfolk Regeneration and Industrial Assts Portfolio Holder, Chair</td></tr> <tr> <td>Cllr Paul Beal</td><td>Borough Council of King's Lynn & West Norfolk Ward member, Town Team representative</td></tr> <tr> <td>Cllr Richard Bird</td><td>Borough Council of King's Lynn & West Norfolk Ward member and Norfolk County Council Division Member</td></tr> <tr> <td>Cllr Carol Bower</td><td>Borough Council of King's Lynn & West Norfolk Ward member & Rotary Club</td></tr> <tr> <td>Cllr Geoffrey Smith</td><td>Hunstanton Town Councillor</td></tr> <tr> <td>Cllr Christine Earnshaw</td><td>Hunstanton Town Councillor</td></tr> <tr> <td>Cllr Adrian Winington</td><td>Hunstanton Town Councillor</td></tr> <tr> <td>Mike Ruston</td><td>Chamber of Trade & Hunstanton Lions, Vice Chair</td></tr> <tr> <td>Dave Mason</td><td>Chamber of Trade</td></tr> </table>	Cllr Alistair Beales	Borough Council of King's Lynn & West Norfolk Regeneration and Industrial Assts Portfolio Holder, Chair	Cllr Paul Beal	Borough Council of King's Lynn & West Norfolk Ward member, Town Team representative	Cllr Richard Bird	Borough Council of King's Lynn & West Norfolk Ward member and Norfolk County Council Division Member	Cllr Carol Bower	Borough Council of King's Lynn & West Norfolk Ward member & Rotary Club	Cllr Geoffrey Smith	Hunstanton Town Councillor	Cllr Christine Earnshaw	Hunstanton Town Councillor	Cllr Adrian Winington	Hunstanton Town Councillor	Mike Ruston	Chamber of Trade & Hunstanton Lions, Vice Chair	Dave Mason	Chamber of Trade
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	<p>Andrew Murray Hunstanton Civic Society Paul Searle West Norfolk Camping & Caravan Operators & Hunstanton Round Table Tess Gilder West Norfolk Tourism Forum</p> <p>Plus officers of the Borough Council and Norfolk County Council as necessary.</p>
3 (b)	<p>CCT Membership <i>Other partners and/or stakeholders to be involved.</i> Other groups will be identified and invited to join the team as individual projects are brought forward</p>
4	<p>Accountable Body</p> <p>Borough Council of King's Lynn and West Norfolk</p> <p>Laura Hampshire Acting Regeneration Programmes Manager King's Court Chapel Street King's Lynn Norfolk PE30 1EX</p> <p>Tel: 01553 616891 Mobile: 07768 505418 Email: Laura.hampshire@west-norfolk.gov.uk</p>
5	<p>Local Area <i>Brief geographical description of the locality and a brief history</i></p> <p>Hunstanton is within the Borough of King's Lynn & West Norfolk.</p> <p>Hunstanton is a popular coastal resort on the Norfolk coast, facing west over the Wash. It is approximately 16 miles north of King's Lynn on the A149, and 45 miles from Norwich and 120 miles from London. Hunstanton is surrounded by a number of villages including Heacham, Ringstead and Old Hunstanton.</p> <p>Hunstanton has a dual function. The town is an important service centre for the surrounding rural area and a local employment centre providing a number of jobs for the local population, especially in the summer months. Hunstanton is also a successful seaside resort for both short-stay and day-visitors.</p> <p>The main focus of the economic plan will be on the town centre & southern seafront of Hunstanton as this area is where the majority of the economic activity (service, retail and visitor economy) and community facilities are located.</p> <p>Hunstanton's more recent history revolves around the vision of Henry Styleman Le Strange. But for his imagination, the town may never have existed in its present form. In 1840, there was very little to be found between Old Hunstanton and Heacham. Sea bathing had, however, become the latest fashion and Le Strange issued a prospectus in 1845 for a coastal holiday village on a hitherto undeveloped</p>

	<p>part of his estate. The focal point was to be a triangular green sloping down to the sea.</p> <p>The Golden Lion Hotel was the first building (1846), but there was little further progress in constructing the 78 dwellings planned. Development remained slow until in 1862 when the Lynn & Hunstanton Railway Company opened the line from King's Lynn to Hunstanton.</p> <p>Hunstanton soon expanded beyond the original planned coastal village to become a fully-fledged Victorian seaside resort. The pier was built in 1870 and by 1881 the town had two hotels, the pier and many handsome terraces.</p> <p>The town continued to develop proving to be a highly popular resort. In 1927 the Blue Lagoon swimming pool was built, followed in 1932 by the Capital Cinema (now the site of the Princess Theatre) and the Boating Lake (now the site of the Sea Life Aquarium). 1936 saw the beginning of Searle's Holiday Centre as a small caravan and camping ground.</p> <p>Development of the resort has continued with developments including the re-opening of the Princess Theatre, the Oasis Leisure Pool and the Sea Life Centre.</p>
6	<p>Context – community.</p> <p>The population of Hunstanton is estimated to be approximately 4025 (2013 estimates). Between 2001 and 2011 the population fell by 6% whereas over the same period the population of the borough grew by 9 per cent. The age profile is heavily skewed towards the older age groups with 41% of the town's population aged over 65 years of age. Females make up a larger proportion of the population compared with the averages for the borough, Norfolk and England.</p> <p>The age profile of the population may well account for why there are higher proportions considering themselves to be in bad or very bad health, and where long term illness or disability is impacting on their day to day activities.</p> <p>Hunstanton, as a ward, does not exhibit high levels of deprivation. One of the Lower Super Output areas (E01026680) is in the top 20% of most deprived areas nationally on the index of multiple deprivation and the same LSOA is in the 10% for the education, skills and training domain.</p> <p>Flats, maisonettes and apartments make up the greatest percentage of the housing stock and pattern of housing tenure shows an above average share of owner occupiers and private rented accommodation. Just under 20% of the dwellings are classified as second homes compared with just under 5% for the borough as a whole.</p> <p>The statistical data relating to the demographics and community is set out in section 12.</p>

7	<p>Context – economy</p> <p>Hunstanton is a popular seaside resort and the main employment centre serving a significant rural hinterland in the north of the borough. Hunstanton's local economy is largely dependent on tourism and service sector jobs with a large, but seasonal, number of visitors. The visitor economy provides a significant amount of employment and income during the summer months. However the seasonal pattern of visitors creates pressures in terms of sustainability of services and facilities and seasonality of employment.</p> <p>There are some 1800 jobs in Hunstanton split equally between full time and part time employment. Employment is heavily skewed to the service sector and within that towards wholesale and retail and accommodation and food services. This reflects Hunstanton's two roles as a local service centre and as a seaside resort.</p> <p>Hunstanton has a lower percentage of working age population than the borough and national averages and of that cohort the percentage that is economically active is again significantly lower.</p> <p>Hunstanton has a higher level of workers with no qualifications. The level 2 results (GCSEs) are improving and are above the borough average but still below the average for England.</p> <p>There are approximately 260 businesses in Hunstanton and, as with the employment profile, the business profile is heavily skewed towards wholesale and retail and accommodation and food services.</p> <p>The visitor economy accounts for third of all businesses and approaching 40% of all jobs.</p> <p>The majority of the business premises in Hunstanton are retail units. Less than 10% are offices and only 16% are factories and warehouses.</p> <p>The statistical data relating to the economy is set out in section 12.</p>
8	<p>Related initiatives - <i>What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF</i></p> <p>Hunstanton is within the West Norfolk LEADER area and some projects could be eligible for match funding through this programme.</p> <p>Stage 2 Application to Heritage Lottery Fund under the 'Parks for People' programme for the improvements to the Green, the Esplanade Gardens and the Cliff Parade area of public open spaces.</p> <p>Stage 1 Application under Coastal Revival Fund for a feasibility study into the potential of creating a marine lake off Hunstanton seafront. This will provide a unique facility on the East Coast of England for watersports as well as providing a new seaside attraction. This was unsuccessful but remains an aspiration as identified within the 2008 masterplan.</p>

CCT Plan	
9	<p>Ambition - <i>A positive statement of the aims and objectives of the plan and a description of what it will achieve. Description of 'what success will look like'.</i></p> <p>The 2008 masterplan sets out the vision for Hunstanton which underpins the masterplan. This is for Hunstanton to be: An Active Town .. expand the existing water sports and activities offer A Local Town .. which meets the needs of its residents with an expanded retail core A More Attractive Seaside Destination .. where visitors stay longer and spend more A Town that respects its Heritage.. whilst looking to the future An Environmental Town .. making the most of the town's natural asset</p> <p>This vision was the result of a stakeholder workshop which provided essential direction about the type of place that local people would like to see Hunstanton become in the future.</p> <p>The local community believe that it is crucial for Hunstanton to provide a year round offer that not just caters for visitors but also for residents and its catchment population and also essential that the town centre acts as a successful service centre hub in the local area. Improving the offer in the town centre will also help to increase the amount of time people spend in the town and increase the revenue of local shops and businesses.</p>
10	<p>Needs of the community and the intentions of the team to meet them. <i>Identify the socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed.</i></p> <p>The masterplan identifies the 4 key socio-economic needs which are considered to be the priority of the team. These are:</p> <ul style="list-style-type: none"> • Connectivity To ensure physical links are maintained with King's Lynn. This should include ensuring the public transport links between the 2 towns are as rapid and frequent as is feasible. We are able to work with Norfolk County Council and operators to examine passenger numbers on services which connect the two towns and encourage operators to improve frequency if commercially viable. Consideration should also be given to ensure that opportunities arising from future development of King's Lynn are delivered and promoted in such a way that they have a positive impact upon Hunstanton. • Visitor Economy Ensure that tourism remains at the heart of the Hunstanton offer. The town's future economic success will be dependent upon its ability to develop maximum value from its key assets and unique selling points. This should include sustaining existing visitor markets attracted to the area and attracting new visitor markets where appropriate, ensure growth is sustainable, support and encourage initiatives which enhance the quality of the tourism product. This can be evaluated in the number of publications where Hunstanton is marketed, specifically as part of the North Norfolk offer as well as monitoring the possible initiatives which the Borough Council and Hunstanton Prosperity

	<p>are involved in on an annual basis.</p> <ul style="list-style-type: none"> • Diversification Diversify Hunstanton's tourist offer. There is a need to protect and maximise the value of current assets but also to be active in understanding and developing future opportunities. The current water sports offer is identified as an early opportunity and is currently being expanded. A more comprehensive programme of events that will, over time, bring a more diverse visitor population to Hunstanton will be explored. The information gathered from the visitor survey will be vital to achieve this element successfully. Once the visitor survey is complete further work will be undertaken to determine where diversification should be focused. • Effective Service Centre Ensure Hunstanton functions as a more effective service centre. By developing the town's role as a local service centre supporting retail, cultural and social (education and health) infrastructure which will not only serve the local population but will also enhance the tourism offer. The team will need to work with the other bodies and agencies to ensure Hunstanton's role as a local service centre is strengthened. 				
11	<p>Analysis <i>Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).</i></p> <table border="1"> <thead> <tr> <th>Strengths</th><th>Weaknesses</th></tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> • Established Town Team and active partnership working • Established visitor destination with sense of place • Sunsets – the only place on the east coast • Sunniest county with lowest rainfall in the UK • Nearest seaside from Derby to Buckinghamshire and Bedfordshire Attraction of Hunstanton being away from it all – remote • Sense of place: <ul style="list-style-type: none"> ○ the town's architectural character and environmental heritage ○ The quality of the built and natural environments • Part of the quality 'Norfolk Coast' brand • Proximity to high quality and nationally renowned environmental assets – natural </td><td> <ul style="list-style-type: none"> • Narrow economic base and over reliance on tourism as an economic driver • Limited stock and range of business premises and sites with no modern office space to attract businesses relocating, expanding or starting up • Lack of upmarket hotels in town • Lack of land for commercial development • Witley site, potential employment site, on side road so access problems • Dependence on one owner for expansion land • Higher rent & rates • Water sports venue weaknesses:- <ul style="list-style-type: none"> ○ lack of safe & secure storage of craft ○ no wave wall for the powerboats ○ beach not usable by Sailing Club for launching boats at </td></tr> </tbody> </table>	Strengths	Weaknesses	<ul style="list-style-type: none"> • Established Town Team and active partnership working • Established visitor destination with sense of place • Sunsets – the only place on the east coast • Sunniest county with lowest rainfall in the UK • Nearest seaside from Derby to Buckinghamshire and Bedfordshire Attraction of Hunstanton being away from it all – remote • Sense of place: <ul style="list-style-type: none"> ○ the town's architectural character and environmental heritage ○ The quality of the built and natural environments • Part of the quality 'Norfolk Coast' brand • Proximity to high quality and nationally renowned environmental assets – natural 	<ul style="list-style-type: none"> • Narrow economic base and over reliance on tourism as an economic driver • Limited stock and range of business premises and sites with no modern office space to attract businesses relocating, expanding or starting up • Lack of upmarket hotels in town • Lack of land for commercial development • Witley site, potential employment site, on side road so access problems • Dependence on one owner for expansion land • Higher rent & rates • Water sports venue weaknesses:- <ul style="list-style-type: none"> ○ lack of safe & secure storage of craft ○ no wave wall for the powerboats ○ beach not usable by Sailing Club for launching boats at
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	<p>beauty and heritage including Sandringham House, Holkham, Houghton, Felbrigg and Oxbrough Halls, Thursford, Castle Rising and Castle Acre</p> <ul style="list-style-type: none"> • Strong quality of life offer including low pollution – clean air & dark skies for star watching • Low cost centre for business • Centre or base for easy access for birdwatching, photography, art & painting – Hunstanton Cliffs, nature reserves and beaches at Titchwell, Holme, Heacham and Snettisham • Good recreational infrastructure – national footpaths & beaches for walking, golf courses, tennis courts, bowls, croquet • Established water sports venue with facilities for sailing, kayaking, windsurfing, kitesurfing & power boats • Investments in refurbishment and extension of Sea Life Centre (completed) , Searle's Leisure Resort as a year round destination and Park Dean Resorts' Manor Park • Fairground attractions • 472 seat Princess Theatre and Cinema • Heritage Centre 	<p>all tides and without sand recharging</p> <ul style="list-style-type: none"> ○ issues with launch area • No one responsible for attracting national water sports and other sports events • Recreational gaps: Limited facilities and no hockey or cricket, limited football, no astro-turf • Limited cycle routes & facilities such as bike racks • Reputation as a 'bucket and spade' resort and focus on beach and water – so other interest groups not attracted in • Limited attractions mainly the beach • Limited wet weather activities • Weak retail offer and leakage of spend to neighbouring centres and online • Poor transport infrastructure particularly between the main centres of population on the coast and inland so visitors and employees are reliant on travel by car • A149 congestion at peak periods • Loss of fast bus to King's Lynn – and bus times not coordinated with trains • Low proportion of childbearing age people leading to falling numbers at High School & merger of the primary schools • Employment: <ul style="list-style-type: none"> ○ Large number of jobs in seasonal or part time employment ○ Significant numbers of lower value jobs ○ Below average skills within the workforce ○ Over representation of jobs in certain sectors • Seasonal staff commuting in from long distances 	
	Opportunities	Threats	
	<ul style="list-style-type: none"> • Well known and established visitor 	<ul style="list-style-type: none"> • Perception of the area being 	

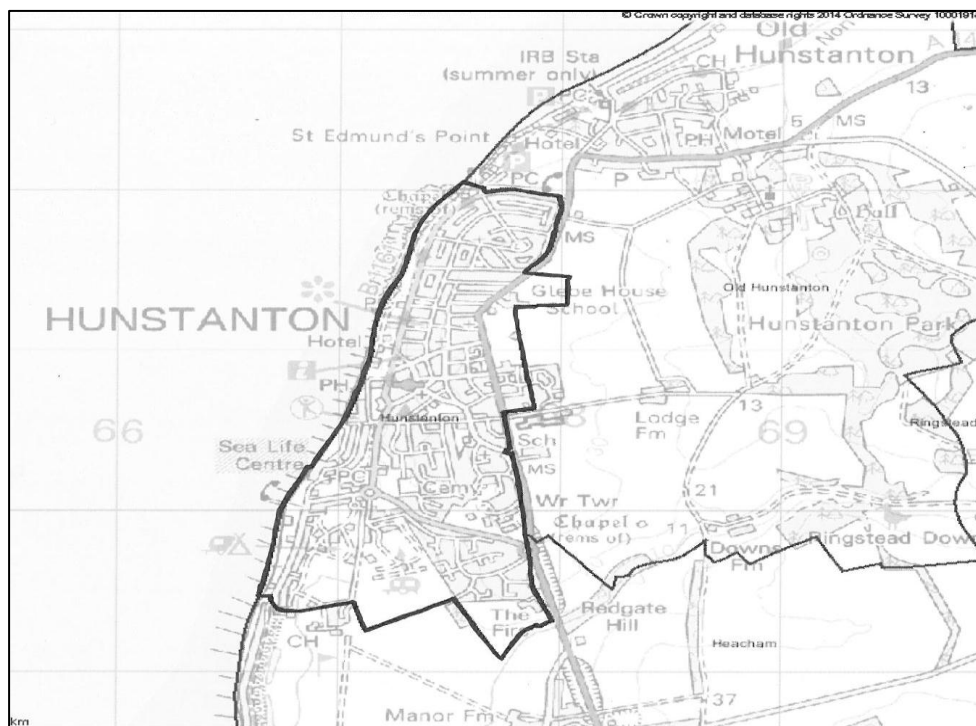
	<p>destination</p> <ul style="list-style-type: none"> • Growing demand for domestic short and weekend breaks • Extend the length of stay and the seasons • Develop Hunstanton as a base for visits to the wider area • Work with adjoining resorts to build the case for public investment • Extension of the England Coast Path • Improve A149 car access – dualling the road bringing more people • Car parking: <ul style="list-style-type: none"> ○ change the coach parking and increase car parking ○ opportunity for car park and ride • Investment in 4* accommodation and a national brand good value hotel such as a Travelodge or Premier Inn • Hotels with specialist facilities and care provision for the elderly to look after people who are disabled or with dementia while their partners stay with them and have a holiday • Care industry: employer in new facilities would provide jobs • Witley site - big development opportunity • Construction, building & refurbishment capabilities within local work force • ICT improvements, quality of life and possible new build office space to attract for businesses that do not require a 'city' location • Superfast broadband to support technical and creative industries and businesses • Develop new cycle routes (including along the coast) & cycle tourism • Potential to grow as a water sports venue with: <ul style="list-style-type: none"> ○ a Marine Lake 	<p>remote</p> <ul style="list-style-type: none"> • Ability to attract private sector investment due to: <ul style="list-style-type: none"> ○ lack of skilled employee base ○ poor public transport access and road links • Flooding and coastal erosion and removal of sand from the beach • Poor road access & jams in peak periods • Reliance by visitors on the private car leading to congestion and use of potential development sites for car parking • Housing shortages - availability of housing particularly low cost rental homes and affordable starter homes to buy • Ability of the workforce to respond and adapt to changing skills demands • Low proportion of working age population and reduction in number of economically active • Ageing population leading to increasing demand for specialist services and facilities • Falling population which may impact on the viability of maintaining and increasing the level of other services and facilities • Reduction in subsidised public transport services – leading to reduced year round bus services on services which are not commercially viable for operators 	
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		<ul style="list-style-type: none"> ○ wave walls ○ secure storage for craft ○ national competitions • Reposition the established traditional seaside holiday infrastructure to attract specific interest audiences such as <ul style="list-style-type: none"> ○ walkers ○ bird watching ○ artists, painters & photographer ○ star watching and astronomy (dark skies) ○ cyclists ○ sports groups/competitions • Better promotion of what we have already got - publicity campaign to attract visitors and align offers to needs of the specific interest groups • Pull visitors up from the beach – events at the Princess Theatre & Cinema demonstrate it is possible • Education: Art holidays, Beach school, summer schools and English language schools at Glebe House School and Smithdon High School, Sea Life Education Centre – new facilities for teaching college groups (secondary & tertiary students) • Wash Barrier – economic impact, sailing and water sports • Commercial hovercraft between Hunstanton and Skegness • Commercial opportunities for guided walking tours and tour operators • Hosting national (world) events • Extension in working life – current population will work full or part time until an older age • Stop on the 'Coasthopper' route (need to ensure this service is maintained and/or improved, and people are encouraged to stop off here rather than continue to travel around to North Norfolk) 	

12 Data

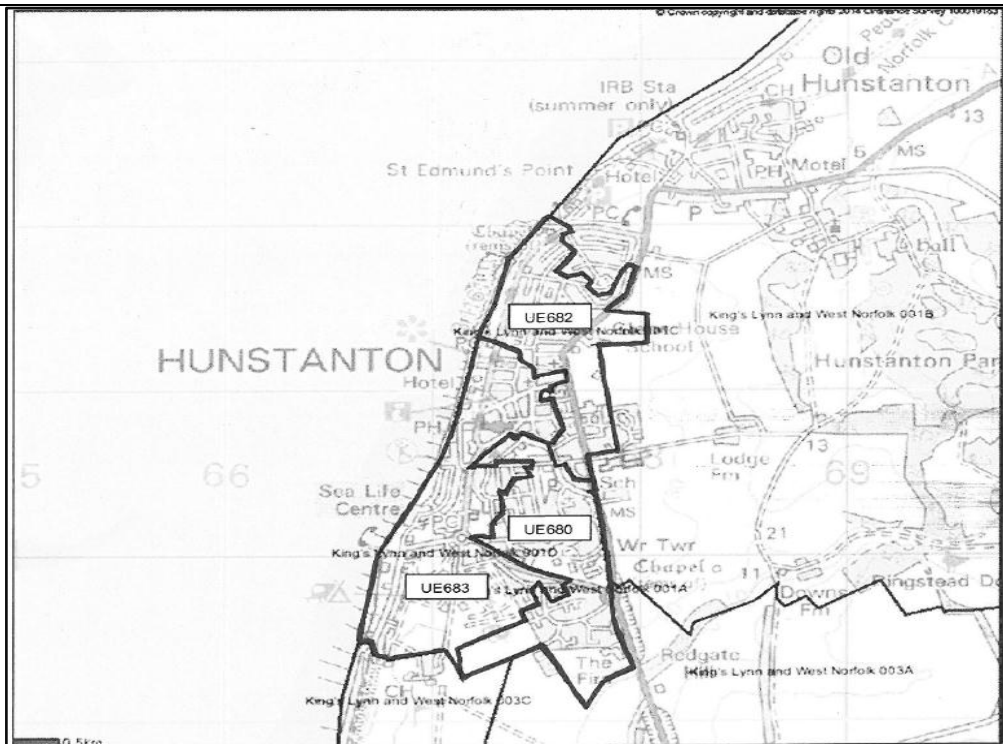
Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent.

For the purpose of the Plan the boundary of Hunstanton has been defined as the parish of Hunstanton.



Parish of Hunstanton

The profile draws on data that is reasonably readily available. Wherever possible the data has been obtained for the smallest geographical scale – lower super output area. The urban area of Hunstanton covered by the Lower Super Output Areas (LSOAs) E01026680 (UE680), E01026682 (UE682) and E01026683 (UE683).

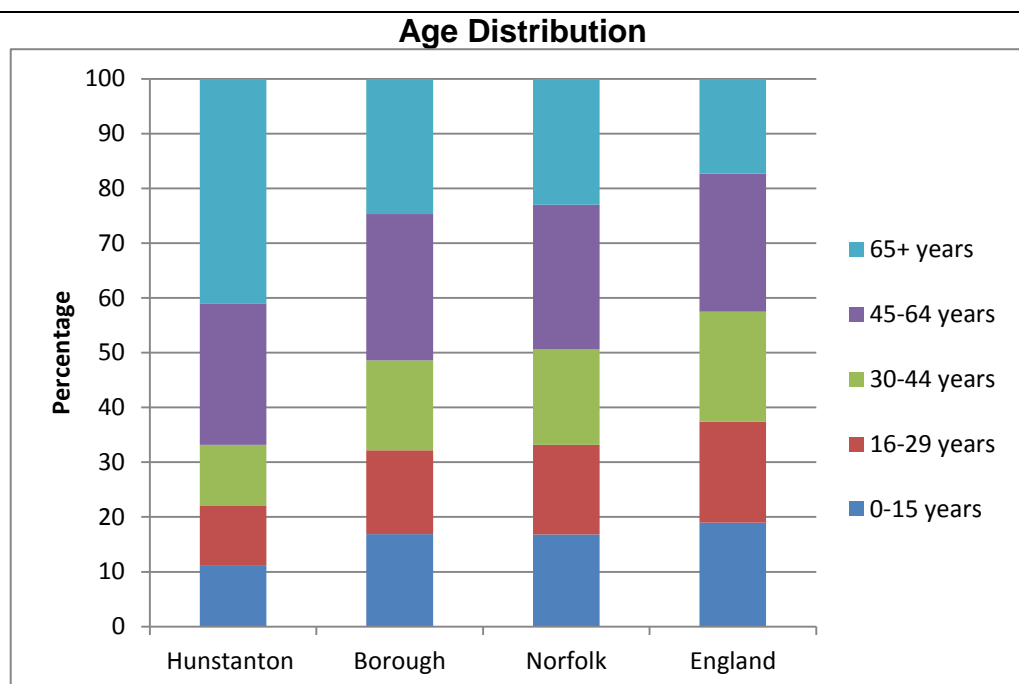


Lower Super Output Areas

However where it has not always been possible to assemble reliable figures at this level data for Hunstanton ward and, in some cases, for the borough have had to be used.

Population and Demographics

- The population of Hunstanton is estimated to be around 4025 based on the 2013 mid-year estimates.
- Between 2001 and 2011 the population of Hunstanton fell by 6 percentage points. Over the same period the population of the borough grew by 9 percentage points and Norfolk and England grew by 8 percentage points.
- The population of Hunstanton is markedly skewed towards the older age groups. The share of the population over 65 is 16 percentage points higher than the figure for the borough as a whole (41% compared with 25%), 18 percentage points higher than Norfolk (23%) and 24 percentage points higher than the England average (17%).
- The share of the working age population (16 to 64 year olds) is correspondingly lower – 48 per cent compared with 58 per cent for the borough, 60 per cent for Norfolk and 64 per cent for England.



Source: ONS Mid-year estimates 2013

- Females make up a larger proportion of the population in Hunstanton (54.5%) compared with the borough, Norfolk and England (all at 51%).
- 68% of the population considered that they were in good or very good health. This compares with 78% for the borough, 79.3% for Norfolk and 81.4% for England. This is likely to be a reflection of the age profile of the town.

Health Profile

	Hunstanton	Borough	Norfolk	England
Very good health	32.1%	40.9%	42.7%	47.2%
Good health	35.8%	37.1%	36.6%	34.2%
Fair health	22.8%	15.9%	15.1%	13.1%
Bad health	7.4%	4.8%	4.4%	4.2%
Very bad health	2.0%	1.3%	1.2%	1.2%

Source: ONS Census 2011

- Long term illness or disability is affecting the day to day activities of 34% of the population of Hunstanton compared with 24.6% of the population of the borough, 23.3% for Norfolk and 21% for England.
- The percentage of households in Hunstanton that do not own either a car or van is significantly greater at 21% than the figures for the borough (11.6%) and Norfolk (13.4%) and higher than the average for England (19.5%).

Employment

- There are some 1800 jobs in Hunstanton. This equates to 44 jobs per 100 working age residents in Hunstanton compared with 70 jobs per 100 in the borough, 77 jobs per 100 for Norfolk and 80 jobs per 100 for England.

- The jobs in Hunstanton are split equally between full time and part time. This compares with 65% of the jobs in the borough and in Norfolk being full time and a full time average of 68% for England.
- The share of jobs in the Service sectors is markedly higher in Hunstanton (96.3%) than in the borough (79.5%), Norfolk (83.2%) and England (85.5%). Correspondingly employment in manufacturing is significantly under represented at 1.5% of all employee jobs. This compares with 13.4% for the borough, 10.1% for Norfolk and 8.4% for England.
- The Service sectors in Hunstanton are markedly skewed towards wholesale and retail and accommodation and food services. These reflect Hunstanton roles as a local service centre and seaside resort.
- Accommodation and food services are around 18 percentage points higher than the figure for the borough, Norfolk and England (25.5% compared with 7.4% for the borough, 7.7% for Norfolk and 6.9% for England). Wholesale and retail is almost 8 percentage points above the figure for the borough, 9.4% above the Norfolk average and nearly 12% above the average figure for England.

Employee jobs by Sector

	Hunstanton	Borough	Norfolk	England
Agriculture and Mining	0.2%	0.4%	0.7%	0.7%
Energy and Water	0.0%	1.1%	0.9%	1.0%
Manufacturing	1.5%	13.4%	10.1%	8.4%
Construction	2.1%	5.6%	5.1%	4.3%
Services	96.3%	79.5%	83.2%	85.5%
Wholesale and Retail	27.7%	19.8%	18.3%	15.9%
Transport and Storage	3.7%	3.9%	3.6%	4.5%
Accommodation and Food Services	25.5%	7.4%	7.7%	6.9%
Information and Communications	0.1%	0.7%	1.8%	4.2%
Financial and other Business Services	9.6%	13.8%	18.5%	22.2%
Public Admin, Education and Health	20.7%	30.4%	29.0%	27.3%
Other Services	9.1%	3.3%	4.3%	4.5%

Source: ONS Business Register and Employment Survey 2013

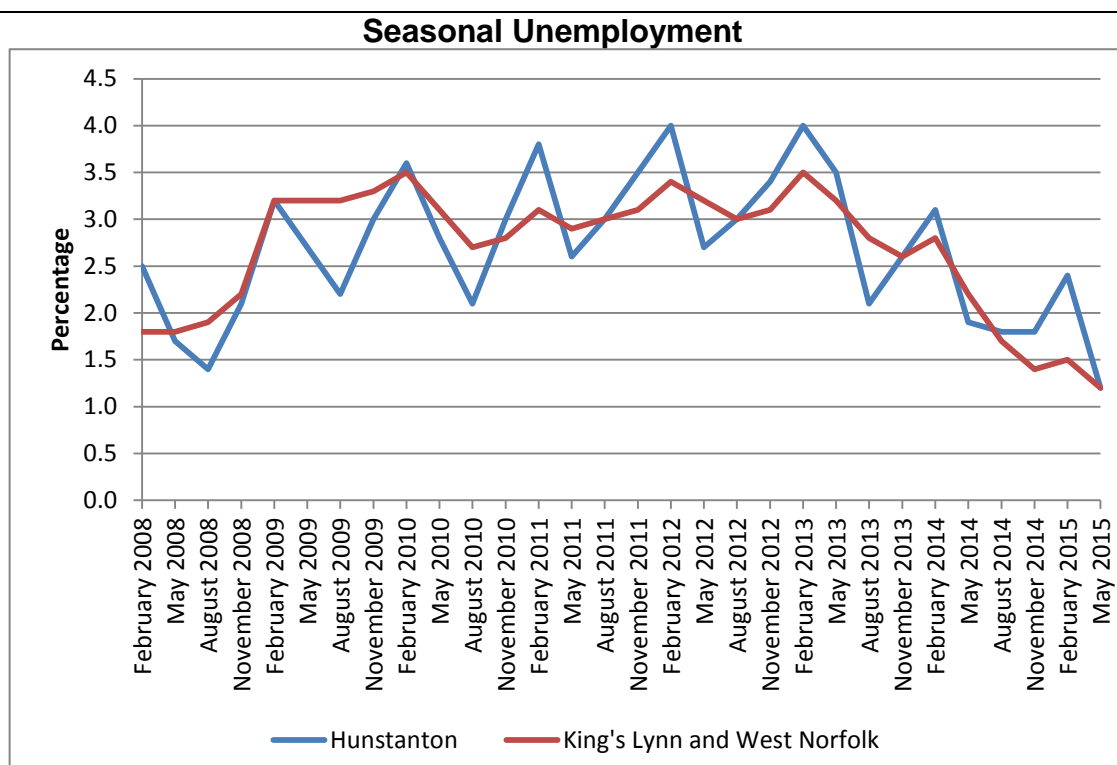
- The occupational structure for Hunstanton has more managers and professionals (26%) than both the borough (22.6%) and Norfolk (24.4%) and more are employed in service occupations (21.9%) than the borough (18.3%), Norfolk (19.1%) or England (17.7%).

Occupational Structure

Occupations	Hunstanton	Borough	Norfolk	England
Managers and Professionals	26.0%	22.6%	24.4%	28.4%
Administrative and technical	16.9%	20.7%	21.5%	24.3%
Skilled trade	14.8%	14.8%	14.1%	11.4%
Service	21.9%	18.3%	19.1%	17.7%
Manual	20.4%	23.7%	20.9%	18.3%

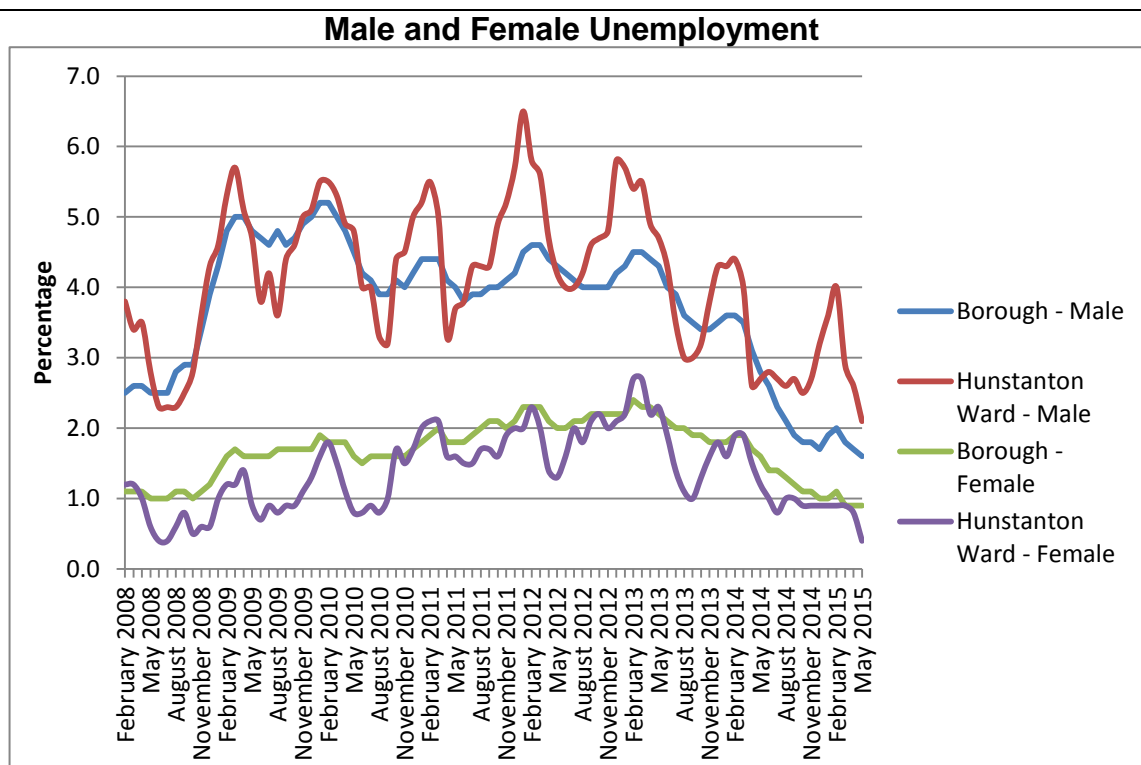
Source: ONS Census 2011

- 52% of the workplace population in Hunstanton either work from home or travel less than 5km to work. This compares with 46% for the borough and 45% for England (the figure for Norfolk was not available).
- The percentage of the population in Hunstanton ward in 2011 that were economically active (that is employed or actively seeking employment) was 8 percentage point lower than the figure for the borough, Norfolk and England (69.5 per cent compared with 77.7 per cent, 77.5 per cent and 77.0 per cent).
- The overall employment rate shows a similar pattern with again an 8 percentage point difference between Hunstanton figure (64.4%) and the figures for the borough (72.8%), Norfolk (72.3%) and England (71.2%).
- The percentage of those self-employed in Hunstanton (16.0%) is higher than the figure for the borough (11.4%) which in turn is higher than both Norfolk (11.2%) and the average for England (10.5%)
- There is a seasonal cycle of JSA unemployment in Hunstanton between February and August which is likely to reflect seasonal employment opportunities in the visitor economy. Over the period 2008 to 2015 the fluctuations are around 1.2 percentage points.



Source: ONS Claimant Count

- Both male and female unemployment reflects the seasonal pattern. Male unemployment has been significantly above the borough figure during the winter months dropping to below the borough figure in the summer months. However over the last year male unemployment in Hunstanton has been consistently above the borough figure.
- Female unemployment shows the same seasonal pattern as male unemployment but has been below the borough figure in both the summer and winter months.



Source: ONS Claimant Count

Enterprise and Business

The figures on businesses are for the ward or borough as data on businesses are not available at the LSOA level.

- There are some 260 businesses in Hunstanton ward area. 82 per cent of these businesses are within the Service sectors compared with 66.5 per cent for the borough, 72 per cent for Norfolk and 80 per cent for England. Within the Service sectors the business profile is heavily skewed towards wholesale and retail and accommodation and food services activities reflecting Hunstanton's dual role as a local service centre and a seaside resort.

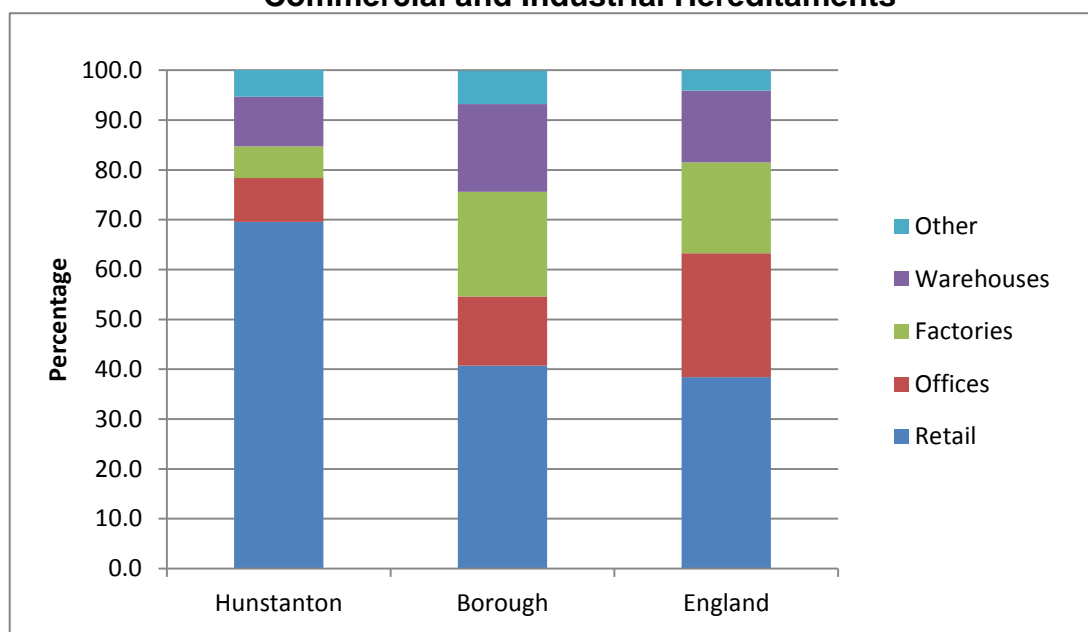
Businesses by Sector

	Hunstanton	Borough	Norfolk	England
Agriculture and Mining	3.6%	13.3%	10.0%	4.4%
Energy and Water	0.0%	0.6%	0.6%	0.5%
Manufacturing	1.8%	5.8%	5.9%	5.1%
Construction	8.9%	13.4%	11.2%	10.2%
Services	82.1%	66.6%	72.3%	79.9%
Wholesale and Retail	25.0%	19.9%	19.6%	18.0%
Transport and Storage	1.8%	3.6%	3.2%	3.3%
Accommodation and Food Services	21.4%	6.8%	6.9%	6.2%
Information and Communications	0.0%	2.7%	4.0%	7.4%
Financial and other Business Services	16.1%	18.9%	22.7%	29.2%
Public Admin, Education and Health	8.9%	9.2%	9.7%	9.1%
Other Services	8.9%	5.5%	6.2%	6.6%

Source: ONS Business Counts - Local Units 2014

- There are 240 registered taxable properties (hereditaments) in Hunstanton Ward. 70% of these are retail properties which compares with the 40% for the borough and 38% for England. Conversely only 16% are factories and warehouses compared with 38% for the borough and 32% for England. Less than 10% are offices, which is 5 percentage points lower than the borough figure and 16 percentage points lower than the England average.

Commercial and Industrial Hereditaments



Source: ONS Neighbourhood Statistics, March 2009

Visitor economy

- Using the Visit England definition of tourism industries Hunstanton ward has approximately 80 businesses and 860 jobs involved in the tourism/visitor economy. The business and employment profiles are heavily skewed to this sector with it accounting for 30% of all businesses (11% for the borough and Norfolk and 12% for England) and 37% of all jobs (11% for the borough and England and 10.5% for Norfolk). The majority of the businesses and jobs are in hospitality and accommodation.

Skills and education

- Workers with the highest levels of qualifications (NVQ level 4 and above) at 21.6% in Hunstanton is one percentage point higher than the borough figure but 2.4 percentage points and 8.2 percentage points lower than the averages for Norfolk and England respectively.
- Hunstanton has a higher level of workers with no qualifications. 20.6% compared with 18.7% for the borough, 16.4% for Norfolk and 14.8% for England.
- 53% of the pupils in Hunstanton achieved 5 or more GCSEs at A*-Cs including Maths and English in 2014. This compared with 45% for the borough, 52.5% for Norfolk and 56.6% for England.

Deprivation and Benefits

The English Indices of Deprivation, published by DCLG, identifies relative deprivation using a wide range of indicators. The ID2010 contains a series of domains (Income, employment, health deprivation and disability, education skills

and training, barriers to housing and services, crime and living environment) and a multiple index, all designed to measure different aspects of deprivation at LSOA level.

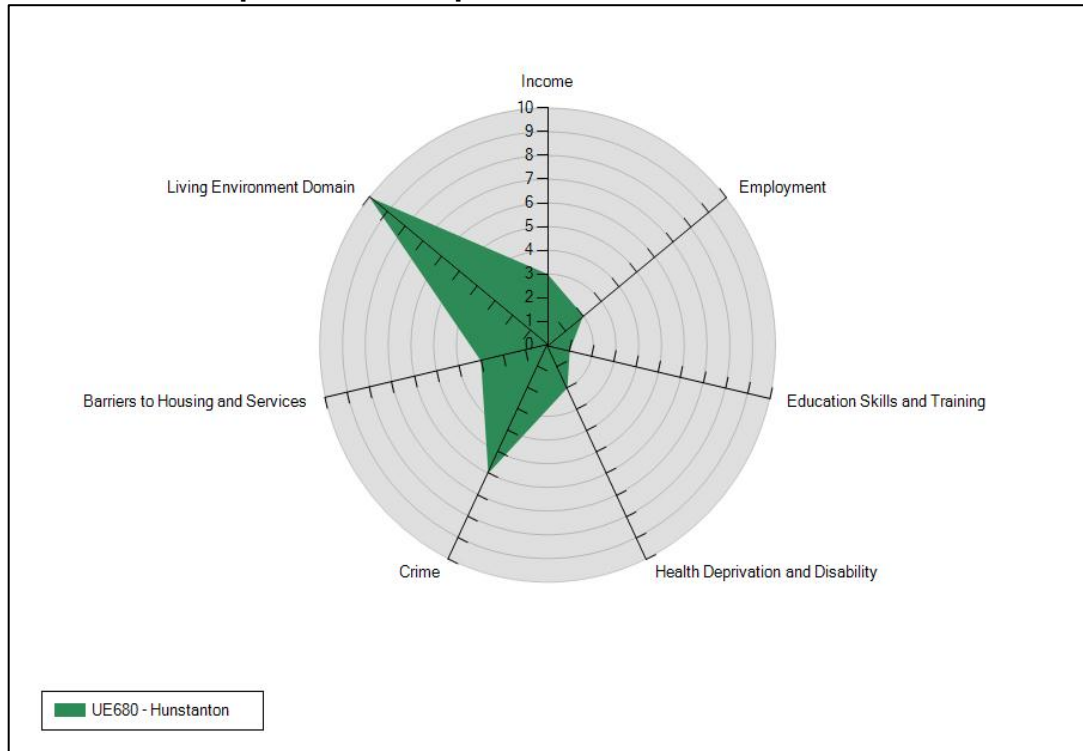
- Only one of the LSOA in Hunstanton (UE680) is in the top 20% of the most deprived areas nationally on the multiple index. This LSOA is also in the top 10% for the education, skills and training domain.

Deprivation Indices 2015

Deprivation Domains	Hunstanton Lower Super Output Areas (where 1 is most deprived 10% of LSOA)		
	UE680	UE682	UE683
Index of Multiple Deprivation	2	6	3
Income	3	5	4
Employment	2	5	4
Education Skills and Training	1	4	2
Health Deprivation & Disability	2	4	3
Crime	6	9	4
Barriers to Housing & Services	3	10	9
Living Environment	10	6	2

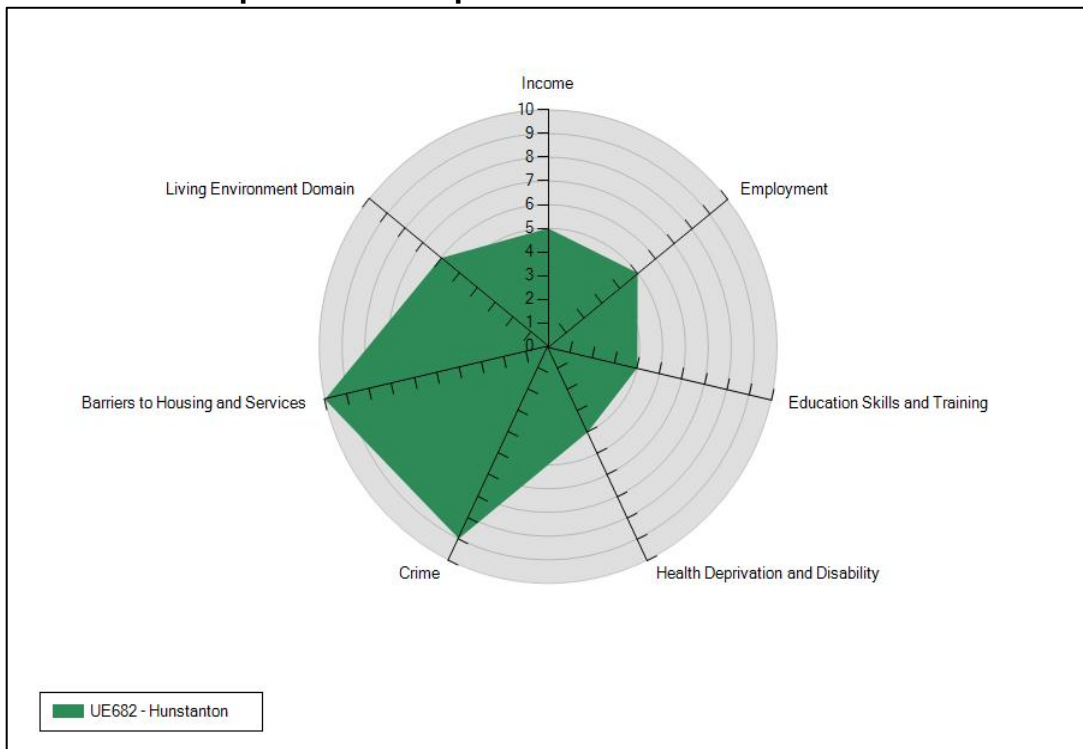
Source: DCLG English Indices of Deprivation 2015

Deprivation Composite Indicator for LSOA UE680



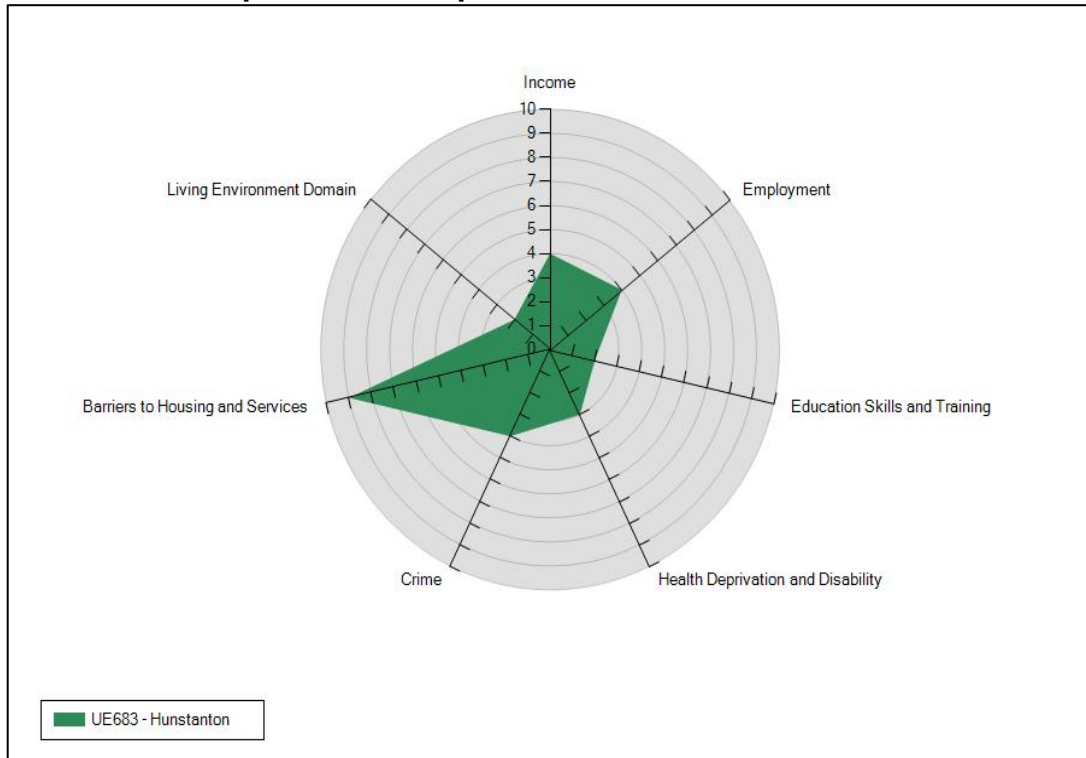
Source: DCLG English Indices of Deprivation 2015

Deprivation Composite Indicator for LSOA UE682



Source: DCLG English Indices of Deprivation 2015

Deprivation Composite Indicator for LSOA UE683



Source: DCLG English Indices of Deprivation 2015

Working age benefit claimants – February 2015

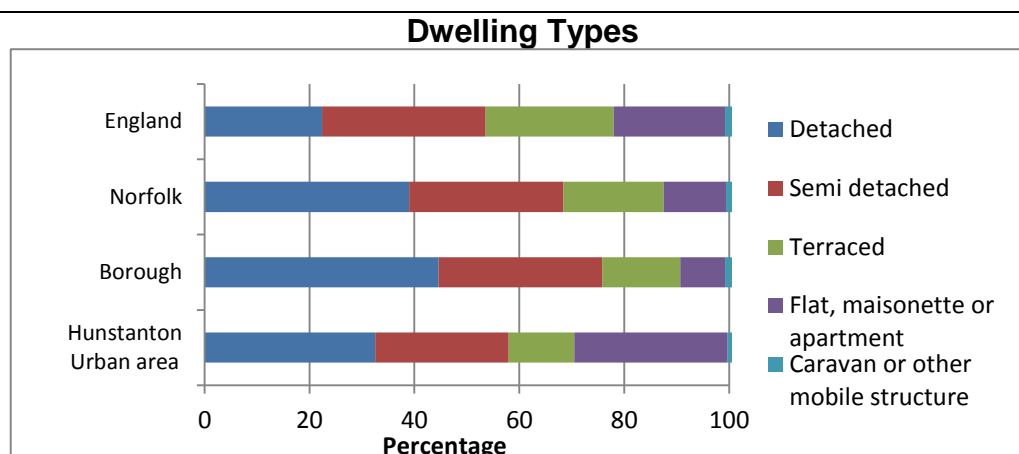
	Hunstanton	Borough	Norfolk	England
Incapacity Benefit	7.7	7.2	6.5	6.5
Disabled Claimant	1.2	1.2	1.2	1.2
Carer Claimant	1.7	2.1	1.7	1.6
Job Seeker Allowance	2.1	1.7	1.7	2.0
Lone Parent	1.0	0.9	0.9	1.2
Bereaved Claimant	0.4	0.2	0.2	0.2
Other income related	0.4	0.4	0.3	0.3
Total Claimants	14.5	13.6	12.5	12.9

Source: ONS Claimant Count

- In Hunstanton incapacity benefit claimants are the largest group of non-employed working age claimants at 7.7 per cent and are above the rate for the borough, Norfolk and England.
- The claimant rate for Jobseeker's allowance is close to the average for England but above the figures for the borough and Norfolk.

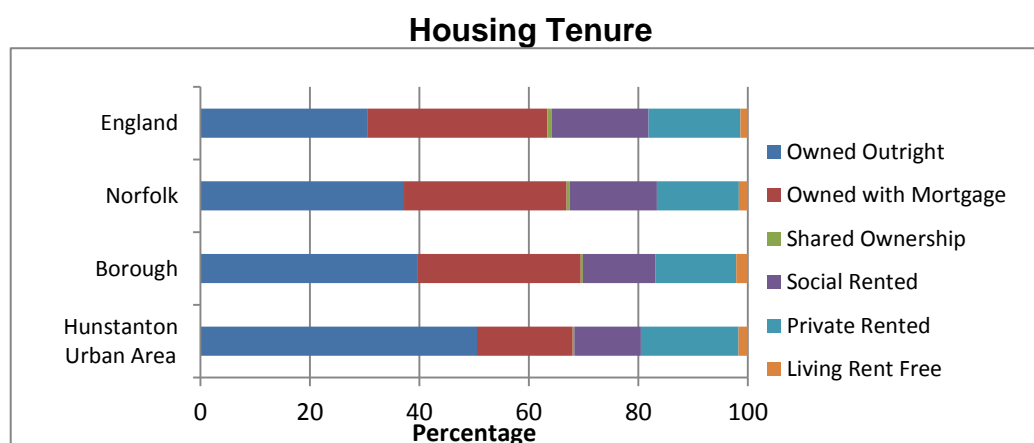
Housing

- Flats, maisonettes and apartments make up a greater percentage of the housing stock in Hunstanton compared with the borough, Norfolk and England whereas there are less terraced and semi-detached properties.



Source: ONS Census 2011

- The pattern of housing tenure in Hunstanton shows an above average share of owner occupiers and private rented accommodation and a lower share of private rented accommodation when compared with the borough, Norfolk and England.



Source: ONS Census 2011.

- 18.8% of the dwellings in Hunstanton are classified as second homes. This compares with 4.7% for the borough as a whole. (source: BCKLWN Council Tax data)

Findings from the Business Survey

The Borough Council undertook a business survey on behalf of Hunstanton Prosperity in October 2015. The survey sought to identify the challenges, needs and opportunities facing businesses in Hunstanton.

The Survey was mailed out to 230 businesses in the town area of Hunstanton. It excluded businesses in Old Hunstanton and the surrounding rural area. Businesses were given the opportunity to either fill in a paper copy or complete it in on line. 25% (58) of the businesses completed the survey. There were a number of surveys where not all the questions were answered; therefore not all the figures will add up to 100%.

However as it was a mail-out survey it will have included a percentage of incorrect addresses and businesses that have ceased trading since the data base was last cleansed. 3.5% of the surveys were returned marked either gone away or not know at that address

- The largest number of the survey returns came from businesses in retailing and wholesale activities (34.5%) and in hotels, accommodation, restaurants and bars (15%).

Responses to business survey by business sector

Agriculture and forestry	0%	Arts and entertainment	2%
Fishing	0%	Publishing, marketing and media	0%
Manufacturing	5%	IT and communications	0%
Construction and civil engineering	2%	Financial and insurance services	2%
Retail and wholesale	34%	Professional and consultancy services	7%
Transport	2%	Personal and consumer services	8%
Warehousing and storage	0%	Health and social/care activities	7%
Hotels, accommodation, restaurants and bars	22%	Education	2%
Tourism	5%	Charity and voluntary sector	2%

- As ONS statistics on the business profile for the area covered by the survey is not available it has not possible to determine whether the responses are representative of the business structure. However the response profile broadly matches the profile for Hunstanton Ward (which covers a larger area).
- The majority of the businesses (55%) had been established in Hunstanton for more than 10 years. 28% of the businesses had been established for 5 years or less.

Length of time the business has been established in Hunstanton

0-1 years	7%	5 to 10 years	16%
1-5 years	21%	10+ years	55%

- Largest number of responses came from businesses employing between 1 to 5 employees (67%).

Number of people the business employs

1-5	67%	50-99	2%
6-10	14%	100-199	0%
11-49	17%	200+	0%

- Businesses were asked how their businesses had performed during the last year. 86% reported that their business had performed well or very well with 8.5% reporting that the business had performed poorly.

Performance of the business during the last year

Well	31%	Poorly	9%
Moderately Well	55%	Don't know	2%

- When asked what the plans were for the business over the next 2 years 53% expected their business to remain at its current size, 33% planned to grow the business and 12% planned to contract, sell on or close the business.

Plans for the business over the next 2 years

Expand the business	33%	Contract the business	2%
Maintain at its current size	53%	Close or sell on	10%

- Businesses were asked to identify the reasons why their business was in Hunstanton. The main reasons were: because of the tourism/visitor economy (33%); historic or family reasons (28%); result of a lifestyle decision (26%); and proximity of customers (26%).

Reasons why the business is located in Hunstanton*

Because of the tourism/visitor economy	33%	Availability of business space	7%
Historic or family reasons	28%	Business Opportunity	7%
Proximity to customers	26%	Proximity to supply chain	2%
Life style decision	26%	Broadband	2%
Proximity to coast /natural assets	14%		

* Businesses were able to give multiple answers

- 43% of the businesses identified the seasonal nature of the visitors as a barrier to the performance of their business. The other significant barriers were constraints with existing premises and the recruitment of staff (both 21%). The additional constraints identified were cost and availability of car parking, high business rates and that visitors staying near the beach and not using the High Street.

Barriers to the development/performance of the business*

Difficulties in finding suppliers	5%	Local transport infrastructure	14%
Difficulties in finding markets	2%	Availability/speed of broadband	16%
Seasonal nature of visitors	43%	Risks of flooding	7%
Constraints with existing premises	21%	Access to funding	5%
Availability of suitable premises	9%	Access to business advice	0%
Recruitment of staff	21%	Others	10%
Cost of labour	12%		

* Businesses were able to give multiple answers.

- Businesses were asked if the seasonality of visitors had an impact on their businesses. The responses were evenly spread across the 4 options ranging from significantly to none.

The impact of the seasonal nature of visitors on the business

Significant	24%	Not very much	24%
Moderate	26%	None	24%

- When asked if the business had difficulties in recruiting staff 16 businesses (28%) reported have recruitment difficulties. Of those businesses 37.5% reported difficulties in recruiting managers and senior officials, 25% in recruiting skilled trade occupations and in recruiting sales/customer services occupations and 20% in recruiting technical occupations.

Difficulties in recruiting staff *

Managers and senior officials	37.5%	Process, plant and machine occupations	6%
Professional occupations	12.5%	Personal service occupations	6%
Technical occupations	19%	Sales/customer service occupations	25%
Skilled trade occupations	25%	Elementary occupations	12.5%

*Percentages are based on those identifying recruitment difficulties and businesses were able to give multiple answers.

- Businesses were asked to indicate from a number of options which they considered Hunstanton should build its future on. A significant number of the businesses saw Hunstanton's future being built around it as a visitor destination. 74% considered that the future should be on developing Hunstanton as a base for weekend and long stay visits and 57% considered Hunstanton should strengthen its position as a family seaside destination for day visitors.

Options for building Hunstanton's future *

Strengthening Hunstanton's position as a family seaside destination for day visitors	57%	Developing Hunstanton as a base for weekend and longer stay visits	75%
Developing Hunstanton as a watersports destination	34%	Strengthening Hunstanton's position as a local service centre	36%
By broadening and diversifying the business base	45%	None of these	2%

* Businesses gave multiple answers

- A number of possible priorities to secure Hunstanton's future were proposed. Reducing the cost of business premises was identified as the top priority (48%) followed by more full time jobs and the supply and range of business premises (both 38%). Next at 29% were the availability and speed of broadband and the work readiness of young people.

Priorities for securing Hunstanton's future*

Creating more full time jobs	38%	Raising the level of skills in the workforce	24%
Improving the work readiness of young people	29%	Access to business advice including advice on self-employment	10%
Increasing the supply and range of business premises	38%	The cost of business premises	48%
Improving the availability and speed of broadband	29%	Providing information and advice on the application of technology	5%
Addressing the risk of flooding and coastal erosion	17%		

* Businesses were able to give multiple answers.

- Businesses had the opportunity to identify other priorities. These included: need for lower running costs; reducing business rates; reducing VAT for tourism businesses; lowering the cost of car parking; providing incentives for business start-ups; attracting more businesses to the area; improving the visitor experience; extending the season; and protecting the town's heritage buildings.

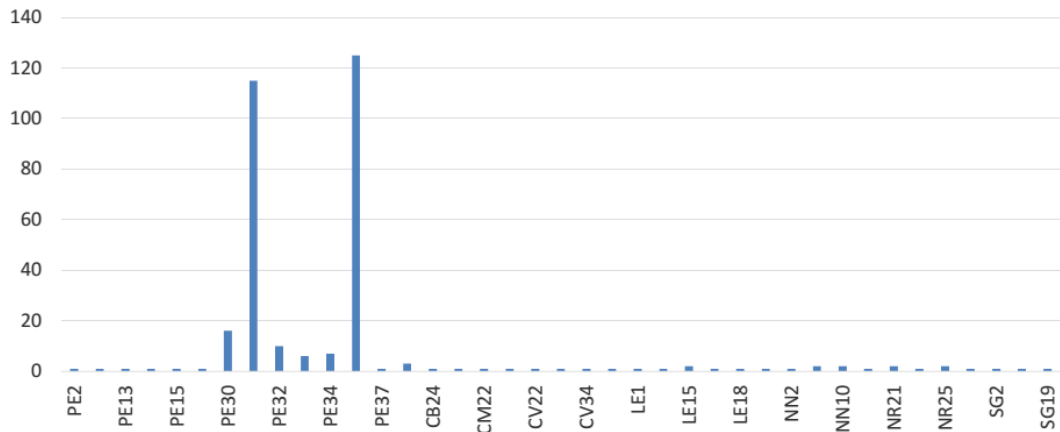
Findings of the Visitor Survey

A small visitor survey was undertaken from mid-October - end November 2015 led by Wynne Williams Associates. The main aim of the survey was to understand current audiences and areas which the public consider require improvement. The focus of the survey was on the Heritage Gardens area which covers The Green, Esplanade Gardens and Cliff Top; however the information can be used to inform directions until a comprehensive survey is completed.

The survey was made available to all known local stakeholders via email as well as copies distributed to local shops, guest houses and the caravan site. Due to the timing of the survey it is anticipated the results of this survey will be used to provide direction at an early stage to potential initiatives and a comprehensive visitor survey should still be undertaken in the high season.

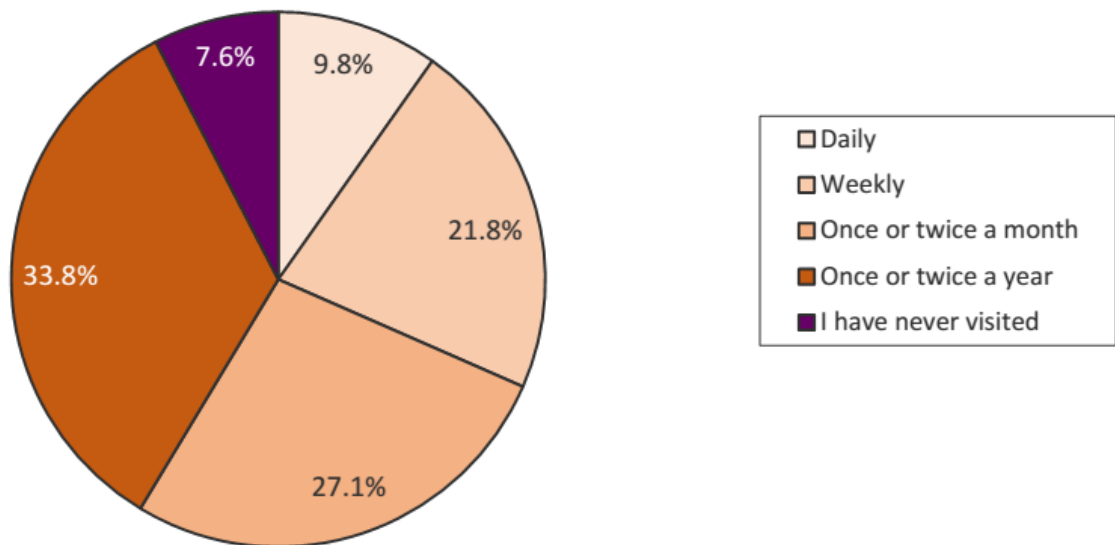
A total of 332 responses were received, this was from both visitors and residents. However not all responses answered all questions.

Location of respondents



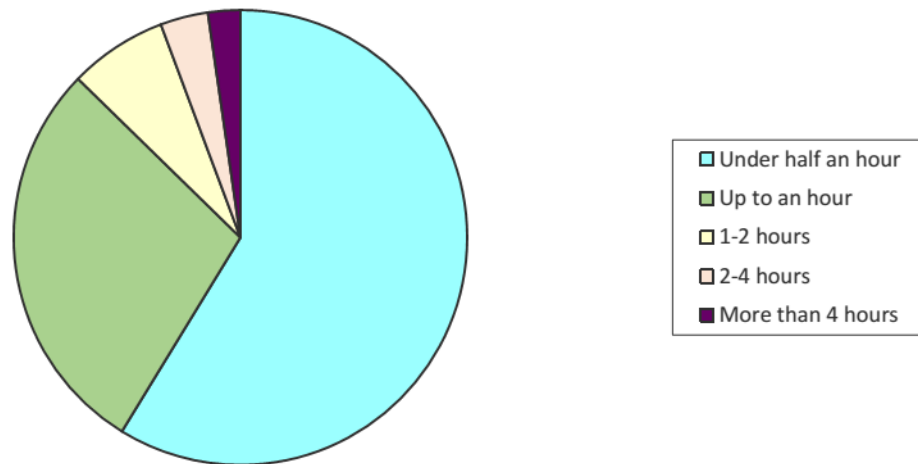
- Most respondents were from within Norfolk (290) and the majority of these were from the Hunstanton area postcode PE36 (125) also covering Holme, Ringsted, Thornham. The people outside of Norfolk came from Kent, Essex, Hertfordshire, Cambridgeshire, Nottinghamshire, Leicestershire, South Yorkshire, West Midlands and Northamptonshire.

Regularity of visits to the area



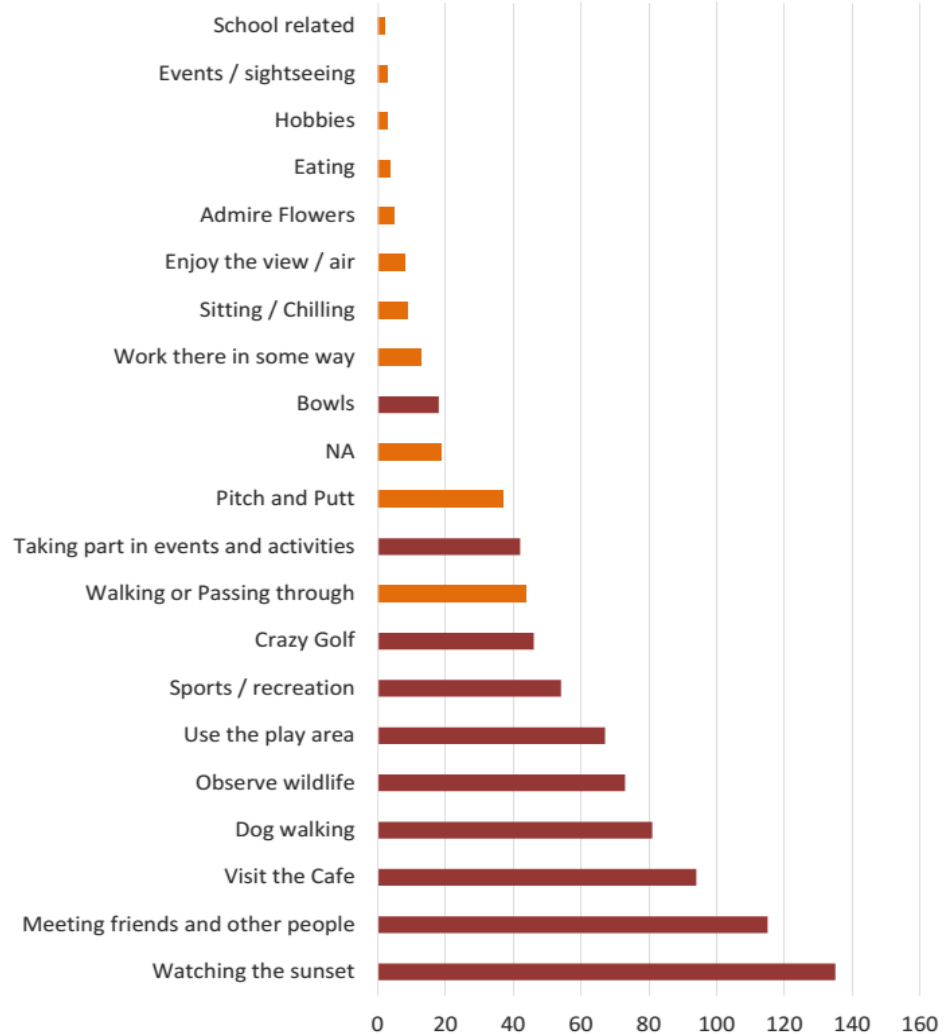
- When asked how often individuals visited the area 33.8% of visitors only visited once or twice a year with 7.6% never having visited the gardens area at all. A total of 321 people answered this question.

Length of stay in the area



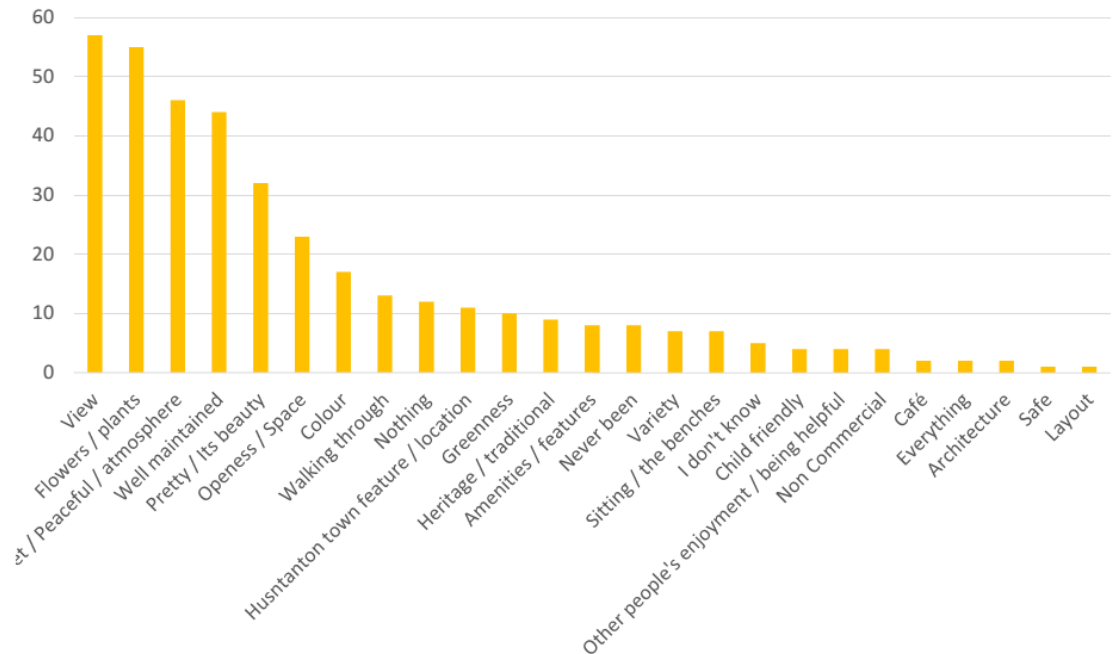
- When asked the how long individuals typically spend in the gardens, the majority of respondents 59% stated their length of stay was less than half an hour.

Activities undertaken in the area



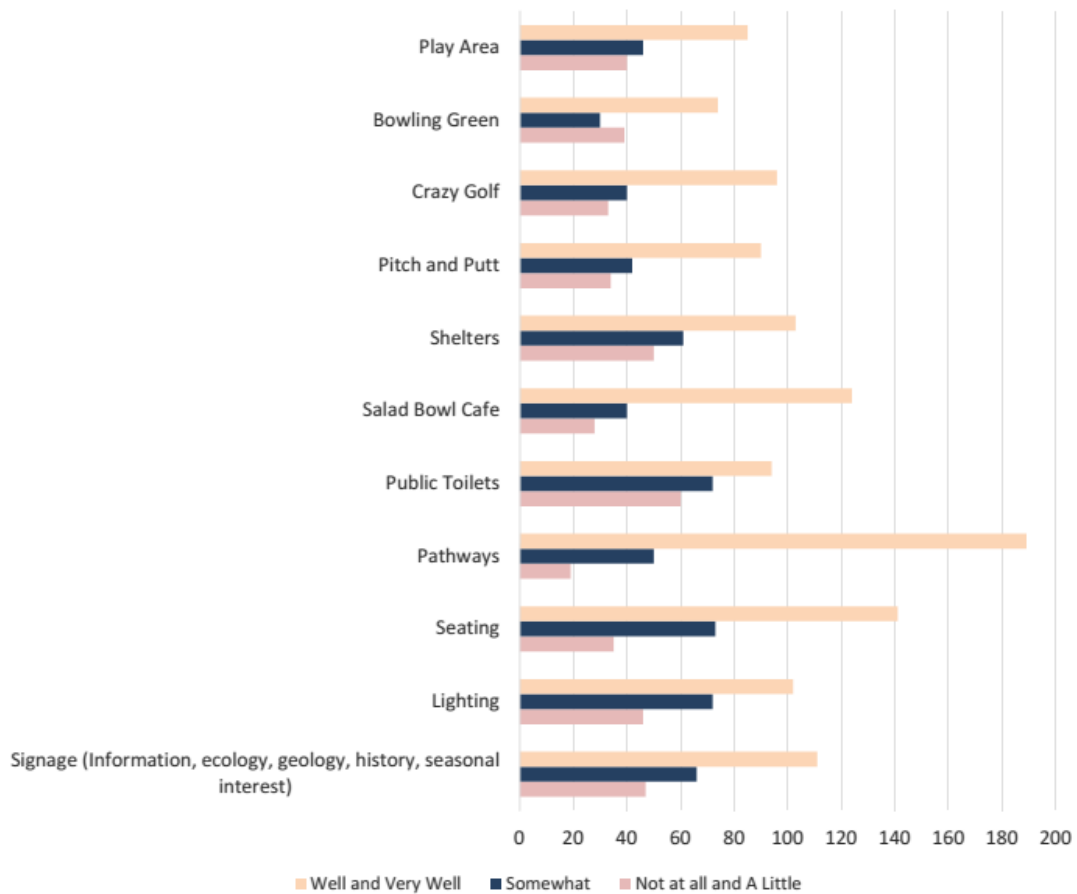
- Individuals were asked what they did when visiting the gardens, the range of responses was varied and individuals were given the option to identify any other activities undertaken when visiting the gardens, they included; walking/passing through, eating, hobbies and sightseeing.

Most liked about the Gardens



- Respondents were asked what they most liked about the gardens. Respondents were able to choose more than one option. The main reasons were; the view; flowers and plants; Quiet/Peaceful/Atmosphere and well maintained.

Facilities meeting visitors needs



- When asked how well the facilities on offer in the gardens meet the needs of visitors responses show that the public toilets and shelters are regarded as meeting the needs either not at all or a little. The areas which are regarded as meeting the needs well or very well are: Pathways and seating.

Plans and Strategies

Local Development Framework - Core Strategy

The Core Strategy sets out the vision, objectives and priorities for spatial development of Hunstanton for the period up to 2026.

The vision is that Hunstanton meets the needs and expectations of those who choose to live and work in and near the town and has developed its role as a seaside visitor destination. The focus will be on ensuring the town develops its position as a successful service hub for the area providing retail, cultural and social facilities while strengthening its role as a year round tourist destination.

The spatial objectives are:

- the town meets the needs of residents with an expanded and improved retail core offering year round services;
- a town that respects its heritage whilst continuing to look to the future;
- a more attractive seaside destination where visitors stay longer and spend

	<p>more;</p> <ul style="list-style-type: none"> • an active town with all year round tourism potential and expanded water sports offer; and • an environmental resort making the most of the coast's natural assets. <p>The policy for Hunstanton (Policy CS05) is to:</p> <ul style="list-style-type: none"> • retain and strengthen the role of Hunstanton as a main town in the borough, a service centre supporting retail, culture and social infrastructure: <ul style="list-style-type: none"> • provide modest and balanced employment growth to create jobs and opportunities to meet the needs of existing and new residents. This should be quality year round employment, with less reliance on seasonal/tourist activity; • promote opportunities for residential development within the town centre, particularly for affordable housing; • allocating at least 330 new dwellings to the east and/or south of the town. • strengthen the town's role as a visitor destination. Support will be given to additional sustainable tourist facilities and leisure development which extends the season by providing diverse year-round activities, while acknowledging and being sympathetic to the valuable natural assets of the town and surrounding area; • develop a transport and movement strategy for the town, to expand upon the information in the Town Centre and Southern Seafront Masterplan. This should include: <ul style="list-style-type: none"> • a parking strategy. The provision of adequate levels of parking in the town as a whole is key, particularly during the summer months. For the town centre area particularly, there is a demand for parking at all times of the year, stemming from retail uses; • improvements to public transport; increasing the frequency and reducing journey times of services to King's Lynn; supporting more frequent services along the coast; and strengthening public transport links with rural areas; • improvements to routes, signage and facilities for walking and cycling. • build upon the relationship between Hunstanton and King's Lynn so the town is able to benefit from growth proposals or King's Lynn; • enhance the local character of the town, promoting high quality design of the local environment and the public realm. In particular to: <ul style="list-style-type: none"> • respect the heritage of Hunstanton while promoting the vibrancy of the town centre and The Green. New development should meet modern requirements while respecting the historic environment in the conservation area. • promote a new style of design for the Southern Seafront area, creating a new identity that reflects modern and high quality architecture rather than replicating the past. The public realm should be enhanced with a consistent approach to design and layout helping to forge the new character of this area. • seek to enhance green infrastructure in the town in accordance with the Green Infrastructure Strategy and Delivery Plan in particular enhancing: <ul style="list-style-type: none"> • The green assets in the town particularly Oasis Way; and • Links to Heacham and Hunstanton Park.
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The policy on the Economy allocates an area of 1 hectare adjacent to the A149 for employment uses. The Housing policy makes provision for at least 580 new dwellings in total, which includes an allocation for at least 220 new homes.

Hunstanton Town Centre and Southern Seafront Masterplan

The masterplan for the Hunstanton town centre and southern seafront forms a key component of the regeneration strategy for the town. The study area includes the town centre and the southern seafront and extends from the bowling green on Cliff Parade in the north to the 4 Shores Caravan Park to the south, and from the seafront to Church Street, Westgate and Southend Road to the east.

One of the main points highlighted in the preparation of the masterplan was the seasonal nature of the local economy. The need to address the variations associated with this seasonality gave rise to the concept of expanding activities and uses in the town during the busy summer months and contracting and consolidating during the winter months when visitor numbers are lower.

The overall vision for the town which underpins the masterplan is:

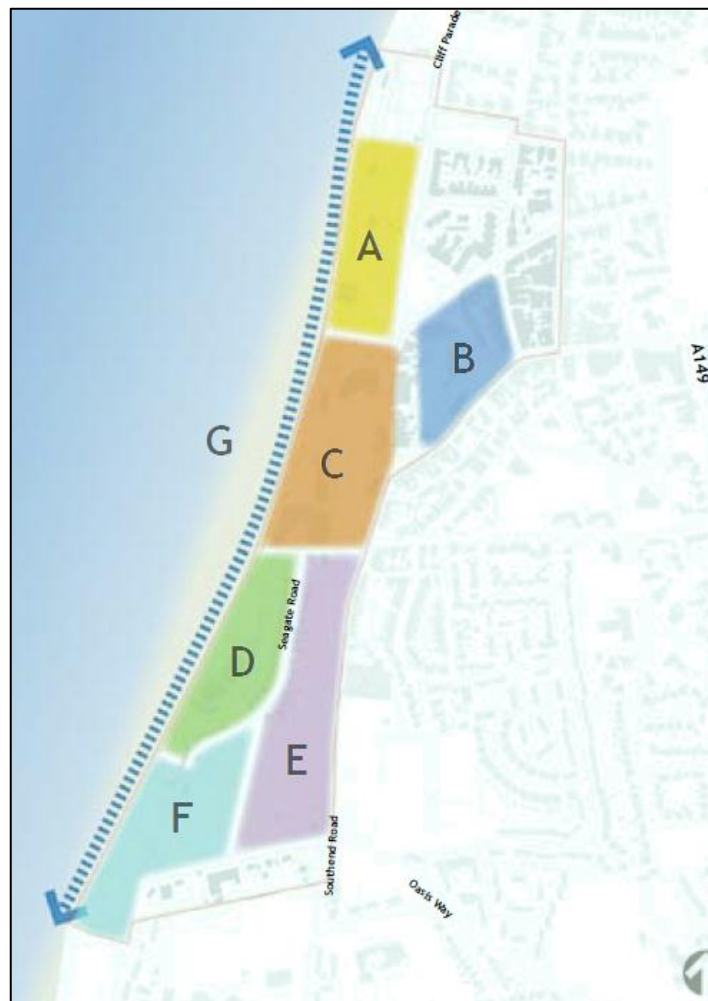
- An Active Town - expand the existing water sports and activities offer
- A Local Town - which meets the needs of its residents with an expanded retail core
- A More Attractive Seaside Destination - where visitors stay longer and spend more
- A Town That Respects its Heritage - whilst looking to the future
- An Environmental Town - making the most of the town's natural assets

The masterplan has a number of key overarching principles:

- Acknowledge and build upon the economic relationship with King's Lynn. As the local economy is dependent on tourism and more broadly service sector jobs, which can be seasonal, Hunstanton is, to a certain extent, reliant upon King's Lynn's economy for wider job opportunities.
- Ensure that tourism remains at the heart of the Hunstanton offer. Hunstanton's future economic success will be dependent upon its ability to develop maximum value from its key assets and unique selling points.
- Diversify Hunstanton's Tourist Offer. Interventions delivered within the masterplan should:
 - provide opportunities to diversify the tourism offer;
 - provide infrastructure and activities to strengthen Hunstanton's emerging watersports offer;
 - market Hunstanton as a service centre for visitors to the Norfolk coast;
 - extract the maximum value from Hunstanton's unique seafront;
 - develop a more comprehensive programme of events that will over time bring a more diverse visitor population to Hunstanton.
- Ensure that Hunstanton functions as a more effective service centre. Hunstanton should seek to develop its role as a local service centre supporting retail, cultural and social (education and health) infrastructure which will not only serve the local population but will also enhance the tourism offer.

7 key opportunity sites have been identified. These sites were identified as they would benefit from redevelopment or enhancement as part of the masterplan to provide an improved offer for both residents and visitors. The sites are

- A. The pier, north promenade and The Green
- B. The Old Garage Site
- C. Southend Car Park and the Oasis Leisure Centre
- D. The Sea Life Centre and Kit-Kat Club
- E. Frontage along Southend Road
- F. The Southern Promenade including 4 Shores Caravan Park
- G. The Promenade



Hunstanton's Opportunity Sites

Shoreline Management Plan

A Shoreline Management Plan is a plan for managing flood and erosion risk for a particular stretch of shoreline over the short, medium and long-term. Shoreline Management Plans identify the best ways to manage coastal flood and erosion risk to people and the developed, historic and natural environment.

The Wash Shoreline Management Plan Policy Development Zones 2 to 4 covers

	<p>Hunstanton.</p> <p>South Hunstanton - The intention in the short term is to hold the existing front-line defences (concrete flood defence of the promenade) at the current position at south Hunstanton. The medium and long-term plan is likely to be a mixture of flood defences using existing defences, upgrading old defences or constructing new defences.</p> <p>Hunstanton Town - The overall intention is to protect the viability of Hunstanton Town as a tourist resort and regional commercial centre. This requires hold the shoreline defences where they are now by sustaining the promenade and the seafront.</p> <p>Hunstanton Cliffs – The intention is to continue to allow the cliffs to erode naturally and provide sediment to help maintain the beaches to the south up to the point where the erosion starts to threaten cliff top properties and the B1161. From that time on the intention is to prevent further cliff erosion to sustain the properties and the road.</p>
Delivering the Plan	
13	<p>Key projects and/or bodies of work. <i>High level description of discrete pieces of work showing CCT role, indicative partners and timescales.</i></p> <p>An update has been produced which identifies actions within the implementation plan section of the current masterplan document which are complete, underway or outstanding. Using this as a baseline the team will update the 2008 Masterplan. BDP Associates, who produced the initial report, have been appointed by the team to carry out this work. The updated masterplan will provide further information on the work which has been carried out to date and identify options for the future development of the town. The updated masterplan report will provide the team with an adjusted baseline position from which to evaluate progress as well as to help identify where work is still to be completed. This work will be complete in early 2016.</p> <p>A comprehensive visitor survey will be undertaken with the team acting as the lead. It is expected that the team will work closely with appropriate Borough Council officers to complete the preparation of the survey. The aim of a comprehensive visitor survey is to provide information to help shape future strategy. The survey would address 3 key areas:</p> <ul style="list-style-type: none"> • To determine how the facilities and services of the resort match the expectations of existing visitors to Hunstanton. • To determine how residents and visitors think the services and facilities of the resort could be developed to cater to and attract future visitors. • To determine whether it met the expectations of visitors and what developments might encourage future visits. <p>It is also important to understand if Hunstanton is considered to be part of the North</p>

	<p>Norfolk Coast offer to inform the marketing of the resort.</p> <p>The objective of increasing overnight and day visitors to Hunstanton is included within the King's Lynn & West Norfolk Destination Management Plan. The results of the visitor survey would be fed into future actions identified within that plan. A survey of this nature is also vital to feed into the objectives and aims for Hunstanton Prosperity. It will identify future potential projects and would therefore direct the team to the areas where external funding should be sought. To ensure relevant and accurate information from both visitors and residents is collected a professional organisation will be sought to carry out the survey. Work will commence to procure the professional organisation that carry out the survey in summer 2016 with the aim of the survey being undertaken in the 2017.</p> <p>The process of identifying appropriate funding programmes is already underway through other groups and commercial activities members of the team are involved in. This is an on-going action, as new funds are announced the team will consider if they are appropriate to the strategic aims of the team.</p> <p>As previously detailed one of the elements of achieving the vision for Hunstanton is to seek to and diversify the current offer. One way to achieve this is to further develop the current Watersports offer. The CCT will provide a role in the identification of further appropriate funding to achieve this objective. This will be an on-going action and has already commenced.</p> <p>Events are seen as an attractor to the town and the team will look at possible future events. Past events will be evaluated and the team will then consider data which will show if specific events may have increased visitor numbers to the town.</p>
14	<p>Short term goals/actions <i>What will be achieved in the next 6 months?</i></p> <ul style="list-style-type: none"> • Completion of the review of the masterplan, review and prioritise proposed actions. Once actions are prioritised by the team potential funding sources will be investigated which may be used for individual projects identified. If potential funding sources are deemed appropriate the CCT will submit applications. Relevant officers from Borough and County council will be invited to meetings to assist in the identification of, and applications to, appropriate funding programmes. • Submit a stage 2 application to the Heritage Lottery Fund Parks for People programme. The focus of the project is the comprehensive restoration of the important seaside park which celebrates the vision of its founder, Henry Styleman le Strange. • The team will look to assist the Sailing Club and Watersports Centre with the aim of developing and strengthening the current watersports offer. Hunstanton has an advantage over other resorts in the area due to its geographical location and the natural environment which provide an excellent location for watersports. This is a niche market which should be expanded to encourage year round tourism. • Potential events identified within the town with the aim of attracting more

	<p>visitors to the area but also for the benefit of residents.</p> <ul style="list-style-type: none"> • Utilise the 'Working in West Norfolk' website to attract Managers and Senior Officials to the area as noted in the business survey results. • Publicise the Inward investment website as means of attracting businesses to the area. Ensure Hunstanton is identified as a potential location for business. • An audit of existing premises will be undertaken as a direct result of the results of the business survey carried out in 2015.
15	<p>Performance measures <i>For first 6 months</i></p> <ul style="list-style-type: none"> • Updating of the masterplan and agreement on the priority projects. • Application submitted to the HLF for the restoration of the Hunstanton Heritage Gardens. • Analysis of the events held at the Hunstanton Sailing Club and Watersports centre. This will be broken down into local, national and international events. • Preparation of a schedule of events. • Evaluate the number of visits the 'Working in West Norfolk' website is receiving. • Evaluate the number of visits the 'Inward Investment' website is receiving • A report on the audit of premises is produced.
16	<p>Medium term goals/actions <i>For 6mths to 5 years</i></p> <ul style="list-style-type: none"> • The CCT, supported by Borough Council officers, will undertake the Visitor survey. Which will commence in mid- 2016. The main aim of the survey is to understand the current barriers the resort has in attracting new visitors and converting day visits into overnight visits, as well as what may attract visitors to the area out of the traditional summer season. The results will inform the actions and projects to be taken forward to fulfil the aspirations for the resort. The survey will be undertaken throughout the year to ensure an accurate representation of visitors is obtained. The survey will be carried out by a professional organisation procured by the Borough Council in accordance with its contract standing orders to ensure value for money. • The CCT will co-ordinate the staging of planned events whilst continually reviewing the planned programme of events to ensure they reflect the needs of visitors and residents. The main aim of the events programme will be to attract new visitors to the resort as well as encouraging current visitors to stay longer. A balance needs to be sought which will bring more visitors to the all areas of the town, particularly drawing people to the High Street without being to the detriment of the seafront businesses. The events programme should help build on the current offer of the town. • Potential funding streams will be explored, identified and applied for if appropriate. This will be decided by the team on a case by case basis. We are aware that there may be some aspirations which are going to be difficult to deliver. This only emphasises the need for the team to take a co-ordinated and cohesive approach to the further development of the area. This will link to priorities identified from work undertaken to the updated masterplan and

	<p>results of the visitor survey.</p> <ul style="list-style-type: none"> • Work will be completed on the Hunstanton Heritage Gardens project subject to the approval of the stage 2 application submitted in February 2016. Capital works proposed include; the relocation of the crazy golf area and play area; surface and boundary improvements; improvements to heritage assets in the area and improved accessibility. The project will also celebrate the original vision of Henry Le Strange, the founder of the town, and seek to inform and educate visitors of the heritage of the town. • The West Norfolk Destination Management Plan 2015-2020 has been developed through the West Norfolk Tourism Forum and provides a frame work of objectives and actions for increasing the value that visitor spending can make to the local economy. The tourism division within the Borough Council provides secretariat to the Forum and has developed this plan on behalf of the forum which has over 500 members served by an executive committee and has been active for 26 years. The Chair of the Forum is a member of the CCT and is a vital link to ensure, where appropriate, the CCT works with the Forum on future identified actions. The Destination Management Plan identifies four key aims which future action plans and investment should be based on. The CCT will work towards the aims these are; <ul style="list-style-type: none"> • To exploit opportunities to ensure that the visitor experiences and locations in West Norfolk are promoted as effectively as possible through clear branding and marketing by Visit West Norfolk and support marketing by its partners. • To achieve increased spend by staying visitors by attracting increased visitor numbers, increasing length of stay and increasing return visitors. • To capitalise on the increasingly large numbers of day visitors attracted to West Norfolk, by working to increase spend per head and by converting day visits into future staying visits. • To broaden the geographical and seasonal spread of visitors throughout West Norfolk by capitalising on and developing the considerable heritage and natural environment assets of the area. • Market research and a feasibility study will be undertaken following on from the audit of business premises. This will focus on the current supply of premises available and if there is any latent demand which the market could respond to.
17	<p>Performance measures <i>For 6mths to 5 years</i></p> <ul style="list-style-type: none"> • Approach and content of visitor survey agreed and undertaken. Following the completion of the visitor survey and production of a report the team will agree the action plan, implementation strategy and priorities. • Comprehensive analysis of events undertaken, resulting in a programme of future events. • Applications made to relevant funding streams for identified projects in a strategic and coordinated way. • HHG project complete, capital works delivered and maintained to a high standard with a high level Green Flag award alongside continued In Bloom

	<p>success. A high number of activities will have been delivered which will have engaged with both visitors and residents.</p> <ul style="list-style-type: none"> Market research and feasibility study report published which will state proposed next steps to address local businesses concerns seeking to increase the supply and range of businesses premises in the area.
18	<p>Long term goals and actions - optional <i>Strategic plans beyond 5 years include performance measures where appropriate.</i></p> <ul style="list-style-type: none"> Continue to seek to diversify the offer of the resort with an aim of extending the traditional 'holiday' season Develop 'rainy day' offer Seek long term repairs to the promenade and flood defence Diversify the local economy which should seek to provide more employment opportunities outside of the leisure and tourism sector.
19	<p>Barriers <i>Identify any barriers to delivering the plan and contingencies to manage them.</i></p> <p>The CCT will need to take a coordinated and strategic approach to the delivery of the actions identified. It is expected that a number of actions and priorities will be identified as a result of the update Masterplan. One of the challenges for the team will be agreeing the priority projects. All members of the CCT will have different views on setting the priorities which will need to be managed. The Borough Council will assist the team by providing secretariat and support where required during this process.</p> <p>It is recognised that some of the funding streams may require match funding. At this stage it is not possible to be specific on where this match funding may come from as it will dependant on the eligibility criteria specified in the particular programme.</p> <p>The CCT need to actively seek potential funding streams and work together to bring projects forward as these are identified. Borough and County officers will assist, where appropriate, in identifying funding as well as the delivery of projects once funding has been secured.</p> <p>Actions which need to be taken to address some of the long term issues rely heavily on open market interventions. It will be essential to make relevant organisations aware of the aspirations of the CCT and how they may be able to assist in the delivery of these.</p>
20	<p>Resources <i>Who and what will be required to deliver each element of the plan including 'in kind'. Demonstrate how local expertise will be utilise and/or grown.</i></p> <p>The Borough Council will be the main point of contact with BDP to ensure the masterplan is updated in a timely manner. It is recognised that all community members of the CCT do some on a voluntary basis and have other demands on their time. This demonstrates the continued commitment from the Borough Council in the economic development of the town.</p>

	<p>As previously detailed the CCT alongside the Borough Council will be the main driver in undertaking the visitor survey. It is essential that the survey is designed appropriately to ensure the results of the survey are in a format which can be used by the team to identify future projects and priorities.</p> <p>The local knowledge and expertise of the team will be vital when exploring possible events to be held in the town. Many members of the team have experience in organising already successful events in the town. This knowledge and expertise can be passed on to members of the team who are not so experienced.</p> <p>Individuals within the CCT are keen to expand their knowledge base and with the support of the relevant authorities and officers this will be encouraged.</p> <p>The tourism division of the Borough Council are leading the implementation of the Destination Management Plan. Officers of the tourism team will attend meetings of the CCT when appropriate to ensure the CCT are fully aware of the actions being carried out in order to achieve the desired outcomes as stated in the plan.</p>
21	<p>Costs <i>Detail of costs of each element of plan.</i></p> <p>The current anticipation is that the visitor survey will be designed by the CCT and Borough Council officers this will be carried out by an external organisation appointed through the Borough Council's contract standing order process to ensure value for money. We anticipate this will cost around £5,000.</p> <p>The appointment of BDP to update the masterplan has been confirmed, with a cost of £8,550.</p> <p>The identification of possible events will be done by the CCT along with Borough Council officers, with the only cost being officer/volunteer time. The cost of the delivery of events in the town will depend on those which are identified.</p> <p>The identification of funding streams, market research and feasibility will be undertaken by the Borough Council officers alongside the team so there will be no cost to the team.</p>
22	<p>Value <i>What is the value of the plan to the local economy?</i></p> <p>The value of the plan is economic and as well as strengthening community cohesion. There are a number of community groups within the town who do not have a history of working together to achieve a common goal. By representatives of all these groups coming together as Hunstanton Prosperity, they will gain a greater understanding of what priorities each of the individual groups have.</p> <p>As the local economy is heavily reliant on the Leisure and Tourism industry the plan has a focus on extending the season and increasing visitor numbers which will benefit the local economy. It is acknowledged that there is a need to diversify the</p>

	local economy into areas which aren't reliant on visitors to the area and this is reflected in the plan.
23	<p>Funding <i>Identification of funding streams and how costs of project(s) will or could be met.</i></p> <p>As already detailed both the CCT as well as the Borough Council will be identifying potential funding streams to assist in the delivery of the plan. Where appropriate the CCT will act as lead applicant, where they can't the Borough Council would look to fulfil the role as the accountable body.</p> <p>The team are looking at potential funding streams such as the LEADER programme and the European Agricultural Fund for Rural Development.</p>
24	<p>Maximising resources and costs <i>Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.</i></p> <p>Where possible information will be shared by email to avoid unnecessary meetings being required between the agreed programme of meetings. Papers will be shared electronically cut down on printing costs incurred. As individual projects are identified funding applications will be shared with the team electronically.</p> <p>Many members of the team are representatives of more than one community organisation. This will aid in the number of individuals needing to attend meetings of the team on a regular basis.</p> <p>Officers within the Borough Council will only attend meetings when agenda items require them to and will receive all information electronically.</p>
Communications	
25	<p>Consultation <i>Describe existing results of consultations and planned consultation exercises.</i></p> <p>As already detailed in question 12 a business survey has been undertaken, results of the survey and actions which can be undertaken, are being examined by the CCT.</p> <p>Consultation was also carried out during the formation of the 2008 masterplan which, as already detailed, is due to be updated. The CCT will play a vital role in this process as they are the representatives of the key stakeholder organisations from around the town.</p> <p>A key consultation exercise will be the planned visitor survey which is due to be undertaken in 2017 which will be led by the team and supported by the Borough Council.</p>

26	<p>Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.</p> <p>As the accountable body, the Borough Council will play a central role in the future of the group.</p> <p>Information will be fed though to the CCA via the CCA lead contact with the anticipation that all information will be linked to the Hunstanton Prosperity section of the CCA website.</p> <p>Both the Borough and County Councils are aware of the aspirations for the town and are involved, where appropriate in the delivery of the CCT actions.</p>
27	<p>Communication with community <i>How will the community and stakeholders be involved and informed of progress and outcomes</i></p> <p>The members of the CCT are key in disseminating information to the stakeholder organisations they represent. Some members represent more than one organisation and so it is important that these individuals feedback to all groups.</p> <p>The local magazine in Hunstanton has a good level of readership and is regarded locally as an effective way of communicating with the local community. This will be used where appropriate.</p> <p>The CCT have not decided if there will be a dedicated website. However information will be available on partners' websites including the Borough Council and Town Council. Should the CCT decide to create a dedicated website this will form one of the mid-term actions.</p>
CCT Logistics	
28	<p>Management of team <i>How the team will operate, frequency of meetings, centrality of team to projects, etc. How the team is representative of the community.</i></p> <p>The Borough Council will provide the secretariat for the CCT. The position of Chair will be held by the relevant Borough Council Portfolio Holder, with the vice chair to be a member of the local community.</p> <p>While the update of the masterplan and visitor survey is being undertaken the intention is for the team to meet on a monthly basis. Once further individual projects are identified and additional priorities are set the team will meet on a quarterly basis. If required individual sub-groups may be established which will include additional invited organisations who have a special interest in individual projects.</p> <p>The CCT will hold the role of Project Board for relevant projects in the town, an example of this is the role of the CCT in the current Heritage Lottery Fund Parks for People application. A stage 2 application is due to be submitted at the end of February with a decision due in June 2016.</p>

<p>29</p>	<p>Support structure <i>Network of support built to enable CCT to deliver the economic plan</i></p> <p>As previously detailed appropriate Borough and County Council officers will attend meetings as required. This will depend on the focus of the team at that time and items due to be discussed at individual meetings.</p> <p>When necessary Officers will provide advice and support on specific items which are being discussed by the team, this may not necessarily require officers to attend meetings but may simply require a brief note to be circulated to the team.</p> <p>As the accountable body the Borough Council will undertake the financial monitoring and will report back to the CCT.</p> <p>As previously stated the Borough Council will act as lead applicant where the CCT is unable (this role will be subject to approval to the Borough Council's Cabinet).</p>
<p>30</p>	<p>Costs <i>Running costs of CCT itself</i></p> <p>All members of the CCT attend as volunteers/representatives of stakeholder organisations and so there is no running cost for this element of the team.</p> <p>Meetings are held at the Borough Council Hunstanton office to ensure day-to-day costs of the team meetings are kept to a minimum.</p> <p>Any printing requirements, where considered absolutely necessary, will be undertaken by the Borough Council.</p>
<p>31</p>	<p>Sustainability <i>Long term plan for team and how this will be managed.</i></p> <p>The Borough Council recognise the importance of the CCT and the work which they will undertake and therefore have committed to supporting the team in the long term. The support will be from appropriate officers of the Borough Council depending on the focus of the team at any given time.</p> <p>The secretariat for the group will be co-ordinated by the Regeneration and Economic Development section within the Borough Council.</p>
<p>32</p>	<p>Areas of Specific Interest <i>Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage, marketing, etc.</i></p> <p>Non-leisure & tourism employment options. Tools to bring land forward for future development Addressing seasonality Increase visitor numbers</p>