

Hunstanton Prosperity CCT

Hunstanton Prospectus

Priority Themes, Opportunity Sites &
Sample Projects 2016-2026



HUNSTANTON
PROSPERITY

Borough Council of
King's Lynn &
West Norfolk



March 2017

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Introduction

Purpose of Prospectus

Hunstanton Prospectus was commissioned by the Hunstanton Prosperity Coastal Community Team (CCT) to update the original Masterplan prepared in 2008. The Masterplan sets the vision and regeneration strategy for the town by identifying and tackling the physical design, planning, regeneration, transport, tourism and economic issues and opportunities affecting the town.

Much has been achieved since the adoption of the original Masterplan. This prospectus identifies the key priorities for the next 10 years, taking into account new opportunities and the economic environment, which the CCT are working in.

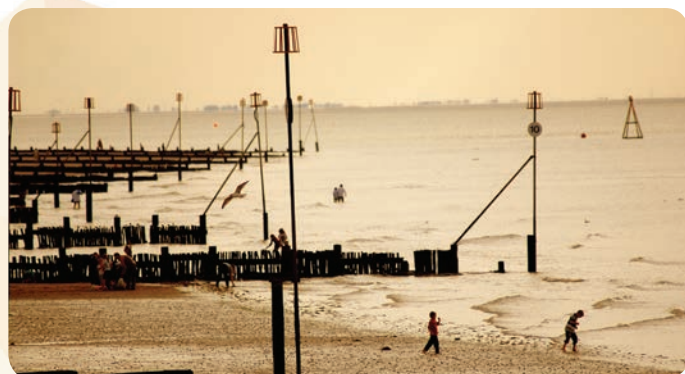
What's special about Hunstanton?

The Victorian seaside, affectionately known as 'Hunston', has many unique characteristics; it is the only west-facing seaside town on the east coast of Britain. At the heart of the town, the historic Green and Gardens overlook the promenade and The Wash where you can view sunsets year round. The town is a popular destination for day trips and longer stays with a range of holiday accommodation, leisure and entertainment amenities for visitors. The shallowness of the water provides ideal conditions for a range of watersports.

Hunstanton Prosperity CCT

Hunstanton Prosperity is the Coastal Community Team (CCT) for the town of Hunstanton in West Norfolk, established in 2015. It has provided a new form of governance for working relationships that had been ongoing for many years. Its membership is drawn from elected members and officers from a range of local and regional organisations, including:

- Hunstanton Town Council;
- Hunstanton and District Civic Society;
- Hunstanton & District Chamber of Trade;
- Hunstanton & District Lions Club;
- Hunstanton & District Round Table;
- Rotary Club of Hunstanton & District;
- King's Lynn & West Norfolk Borough Council;
- West Norfolk Tourism Forum;
- West Norfolk Camping & Caravan Operators;
- Norfolk County Council;
- Smithdon High School;
- Hunstanton District Festival of Arts; and
- Hunstanton In Bloom.



Hunstanton Town Centre and Southern Seafront Masterplan (2008)

BDP prepared a Masterplan for the town centre and southern seafront to expand on the guidance contained in the Local Plan and to provide a vision and framework for regeneration for the town. The Masterplan identifies the overall development concept for opportunity sites, incorporating urban design, landscaping, infrastructure, service provision, present and future land uses and built form. The Masterplan was developed through an extensive period of public consultation. The overall vision for the town, which underpins the Masterplan include:

- **An Active Town** - expand the existing watersports 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 into the future; and
- **An Environmental Town** - making the most of the town's natural assets.

This work has provided evidence to underpin the Core Strategy and guided the Borough Council and its partners' investment priorities in the town.

Economic Plan 2016

In January 2016, Hunstanton Prosperity CCT prepared an Economic Plan for the town to guide its work and the work of partners over the coming 5 years and beyond, based on the masterplan's vision outlined above.

Short term goals include:

- Working with Hunstanton Sailing & Water Sports Clubs to develop the town's watersports offer;
- Raising Hunstanton's profile as a destination for investment and recruitment;
- Survey of local business premises and needs; and
- Conducting a detailed visitor survey.

Medium term goals include:

- Linking the promenade with the Town Centre ;
- Working with the West Norfolk Tourism Forum on shared objectives; and
- Securing funding for major projects.

Long term goals include:

- Extending the traditional holiday season;
- Developing the 'rainy day' offer; and
- Enhancing the promenade and flood defences.

The main focus of the Economic Plan is the Town Centre and southern seafront of Hunstanton, as this area is where the majority of the economic activity, i.e. retail and visitor economy, and community facilities are located.

The Plan was submitted to the DCLG in January 2016 and will be formally endorsed by the Borough Council in Spring 2017.

Planning Policy

The Local Plan for King's Lynn and West Norfolk contains a number of individual planning documents. Currently it consists of the Core Strategy (adopted 2011) and the Site Allocations and Development Management Policies Plan (adopted September 2016).

Core Strategy

The Core Strategy sets out the spatial planning framework for the borough up to 2026, and provides guidance on the scale and location of future development in King's Lynn and West Norfolk. It contains strategic policies on a range of topics that include the environment, employment, infrastructure and housing. Underpinned by the evidence that supported the Masterplan, the Core Strategy contains policies for places, which for Hunstanton, is **Policy CS05**. The spatial vision for the area is:

...ensuring that as a main town it develops its position as a successful service hub for the local area, while strengthening the role as a tourist destination with year-round activities...

The spatial strategy for the Town to:

- *Retain and strengthen the role of Hunstanton as a main town in the borough, a service centre supporting retail, culture and social infrastructure;*
- *Strengthen the town's role as a visitor destination;*
- *Develop a transport and movement strategy for the town to expand upon the information in the Masterplan;*
- *Build upon relationships between Hunstanton and King's Lynn so the town is able to benefit from growth proposals from King's Lynn;*
- *Enhance the local character of the town, promoting high quality design of the local environment and the public realm; and*
- *Seek to enhance green infrastructure in the town in accordance with the Green Infrastructure Strategy and Delivery Plan.*

The Core Strategy was informed by the views of residents, stakeholders, statutory bodies, local communities, individuals, developers and landowners. Following an Examination in Public, the Borough Council formally adopted Core Strategy in July 2011.

Site Allocations & Development Management Plan

The Borough Council adopted the King's Lynn and West Norfolk Site Allocations and Development Management Policies (SADMP) on 29th September 2016 to complement and facilitate the implementation of the Core Strategy by providing detailed policies and guidance. It is consistent with national policy.

This policy provides more detail for Hunstanton Town Centre and proposes Site Allocations on the edge of the Town for housing and employment. These are:

- *Policy F2.1 sets out the detail for Hunstanton - Town Centre and Retailing. Specifically it promotes a year round economy in Hunstanton as a coastal resort and enhance its role as a market town offering a range of services within a rural hinterland;*

- *Policy F2.2 Land to the East of Cromer Road allocates 6.2 hectares of land for residential development of at least 120 dwellings;*
- *Policy F2.3 Land to the South Commercial Park is allocated principally for housing with care, with a supplementary allocation of general purpose market housing to aid viability. The mixed uses comprising: at least 60 housing with care units; approximately 50 general housing units;*
- *Policy F2.4 Land North of Hunstanton Road allocates 12.6 hectares of land for the development of 163 dwellings on 6.2 ha of the site and 6.4 ha for open space; and*
- *Policy F2.5 Land south of Hunstanton Commercial Park allocates 1 hectare of land for employment uses.*

The SADMP can be viewed here: https://www.west-norfolk.gov.uk/info/20093/site_allocations_and_development_plan

Neighbourhood Plan

The Hunstanton Town Council are developing a Hunstanton Neighbourhood Plan <http://www.hunstantontowncouncil.co.uk/hunstanton-neighbourhood-plan>.

Once adopted, it will form part of the Local Plan and will be material considerations in planning applications when opportunity sites are brought forward.

National Planning Policy Framework & National Planning Practice Guidance

The National Planning Policy Framework (NPPF) is the national tier of planning policy. The National Planning Practice Guidance (NPPG) sits alongside the NPPF. Preparation of the Site Allocations and Development Management Plan must be consistent with the NPPF and prepared with regard to the NPPG.

At the heart of the NPPF is a presumption in favour of sustainable development. This presumption guides local planning authorities when they are preparing Local Plans and making decisions on planning applications.

Further details on the Local Plan and emerging plans are available on the Council's website: <http://www.west-norfolk.gov.uk>.



1) Core Strategy

2) Site Allocations and Development management Policies Plan

Vision

Hunstanton Prosperity's vision for Hunstanton is...

- 1 an **active** town...
expanding the existing water sports and activities on offer
- 2 a **local** town...
which meets the needs of its residents with an expanded retail core
- 3 a more attractive **seaside destination**...
where visitors stay longer and spend more
- 4 a town that **respects its heritage**...
whilst looking to the future
- 5 an **environmental** town...
making the most of the town's natural assets



Principles

In realising this vision, Hunstanton Prosperity will be guided by the following principles:

Connect

- Connecting Hunstanton with King's Lynn through improved transport services;
- Connecting the promenade with the town centre and the retail area; and
- Connecting Hunstanton with other areas through sustainable modes of transport.



Welcome

- Enhance the visitor experience to extend visitor's stay;
- Attracting new visitors including overnight and weekend visitors; and
- Understand visitor needs and desires.



Serve

- Developing the town's role as a local service centre for retail, social and cultural offer;
- Retain and enhance the town's role as a local service centre for public services, retail, social and cultural offer; and
- Manage the shoreline to ensure the town is protected from flooding and erosion.



Diversify

- Diversifying the tourist offer to extend the season;
- Develop further the sports, leisure and watersports offer;
- Diversify and extend employment offer; and
- Support all year round events.



Priority Themes

1. Tourism, Leisure & Events

We want to increase the economic value of visits to the town, by strengthening Hunstanton's role as a visitor destination, developing and diversifying its offer and attracting more staying visitors.



2. Heritage & Environment

We want to ensure that the opportunities arising from the future regeneration of these sites are promoted in such a way that have positive impacts upon Hunstanton.



3. Employment & Services

We want to ensure: Tourism remains at the heart of Hunstanton's offer; and Hunstanton functions as a more effective service centre.



4. Transport & Movement

We want to ensure that local connectivity to public transport, cycle and pedestrian linkages are maintained and improved within the town, to the adjoining areas, surrounding villages and beyond to King's Lynn.



5. Development Sites

We want to ensure that the opportunities arising from the future regeneration of these sites are promoted in such a way that have positive impacts upon Hunstanton.



Masterplan





Opportunity Site D:
Kit-Kat Club
Redevelopment

Opportunity Site E:
Active Frontage on to Southend
Road to provide a mix of uses

Opportunity Site C:
Active Frontages

Opportunity Site D:
Multi Purpose Community/
Visitor Centre

Opportunity Site H:
Alexandra Road Residential
Development

Opportunity Site C:
The Seafront Promenade

1 Tourism, Leisure & Events

Where we are now?

Hunstanton is a popular seaside resort and is a main employment centre serving the northern part of the Borough. The local economy is largely dependent on tourism and service sector jobs. The visitor economy provides a significant amount of employment and income during the summer months. However, the seasonal pattern of visitors creates pressure in terms of sustainability services and facilities, and seasonality of employment.

Initiatives undertaken to support this priority theme to date includes: Phased development of the Watersports hub at the Hunstanton Sailing and Watersports Club; Refurbishment of the Sealife Centre; Refurbishment of the Surfside Cafe and investment at the Alive Oasis and Leisure Centre.

Where we want to be?

We want to strengthen the town's role as a visitor destination and diversify Hunstanton's tourist offer.

How do we get there?

To ensure that tourism remains at the heart of Hunstanton's offer we need to protect and maximise the value of Hunstanton's current assets, but at the same time understand and develop future opportunities.

Visitor Survey a comprehensive visitor survey is currently being undertaken, which will provide an understanding on:

- How the facilities and services of the resort meet expectations of visitors to Hunstanton;
- The type of developments which could encourage day visitors to stay overnight and staying visitors to stay longer and visit more often; and
- The characteristics and behaviours of both day visitors and staying visitors.

Results of the survey will be available early spring 2017. A survey of this nature will identify potential projects, strengths, opportunities, threats and weaknesses of Hunstanton as a visitor destination to guide investment priorities. The process of identifying appropriate funding programmes is already underway. As new funds are announced, we will work with our partners to consider whether they are appropriate.

Watersports - one way to diversify the current offer is to expand access to the current watersports facilities. The CCT will facilitate identification of funding to continue development of this further.

Events - The existing calendar of events are a popular attractor to the town. Other potential events will be identified with the aim of attracting more visitors to the area but also to the benefit of residents. .

Work with Private Sector Partners - Hunstanton benefits from a variety of tourism based commercial operators. The CCT will work with operators to support any potential expansion to assist in extending the season and/or diversification of the year round visitor offer.

Review existing brown highway signage and update or renew if necessary.



Hunstanton Events

Extend the existing events programme to increase the impact of Hunstanton events and build excitement about the town as a leisure destination throughout all seasons.



Hotel

Attract a national hotel chain to operate in Hunstanton increasing access to rooms from a known easily accessible provider.



Marine Lagoon

Create a new tidal marine lagoon as a new waterside attraction to provide a sports venue for swimming and sailing based activity. This will diversify the leisure and tourism offer, and help drive the regeneration of the north promenade.

2 Heritage & Environment

Where we are now?

Hunstanton is not only important in terms of its residential and tourism offer, but it also has a wealth of heritage in terms of its environment and history. Part of the town is within a designated Conservation Area. It is internationally significant in environmental terms, falling within the Wash Site of Special Scientific Interest (SSSI) and designated Special Protection Area (SPA) as well as being a candidate for Special Area of Conservation under the Habitats Directive. The Cliffs are also recognised in the Top 10 Coastal Geosites by The Geology Society.

The main tourist appeal in the Borough is based on the unique natural environmental assets and the historic built environment that reflects the heritage of the borough's towns. The quality of public spaces and parks with access to the coast and countryside also make the area appealing.

However, this wealth presents challenges in terms of balancing the need to provide extra homes and associated infrastructure, without causing harm to the quality of the environment.

We aim to ensure continued sea defence against erosion of Hunstanton seafront is needed to support the town's role as a regional centre and tourist destination.

Initiatives to date to support and enhance the quality of the heritage and coastal environment include: Town Centre enhancements around The Spinney and High Street, improvements to the flood defences with new flood gates, installation of new seating along the promenade, improvements to the visual amenity made by the Hunstanton In Bloom partners, launch of the Hunstanton's Shop Front Guide, opening of the Heritage Centre by Hunstanton Civic Society.

Where we want to be?

- A Town that respects its heritage whilst looking into the future;
- An Environmental Town making the most of the town's natural assets;
- Protect and enhance the heritage, cultural and environmental assets and avoid developing in areas at risk of flooding; and
- Respect the heritage of Hunstanton whilst promoting the vibrancy of the Town Centre and The Green.

How do we get there?

Support new development to meet modern requirements while respecting the historic environment in Conservation Areas.

Restoration and enhancement of Hunstanton's Heritage Gardens with the Heritage Lottery Fund's Parks for People funding programme. Due to be completed in 2017.

For flood defences, in **South Hunstanton**: the short term is to hold the existing front-line defences - these being concrete flood defence of the promenade - at the current position. The medium term is to include a mixture of flood defences using existing defences, upgrading old defences or constructing new defences.

For **Hunstanton Town**: as a tourist resort and service centre it needs to be maintained. This requires holding the line shoreline defences where they are now, by sustaining the promenade and the seafront.

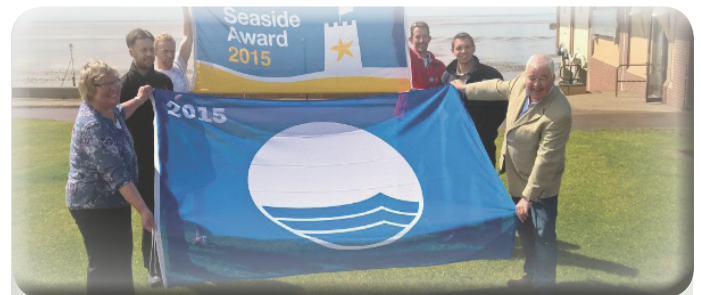
For **Hunstanton Cliffs**: in the first epoch allow the cliffs to erode naturally and provide sediment to help maintain the beaches to the south. Approaching the end of the first epoch (to 2025) a longer term solution to be identified through various pilot schemes to slow down the rate of cliff erosion. During the second epoch (2025 to 2050) active intervention is dependent on the outcome of the pilot schemes.

We will continue to work with the King's Lynn and West Norfolk Borough Council and the Environment Agency to seek capital funding for these projects.



Heritage Gardens

Deliver the comprehensive restoration and interpretation of Esplanade Gardens, the Cliff Top and The Green, celebrating the vision of the town's founder Henry Styleman Le Strange. This will change people's perceptions of Hunstanton and build confidence in the quality of the town as a leisure destination. This will improve access to the gardens, engage residents and visitors in Hunstanton's heritage while achieving a higher pass mark Green Flag award.



Blue Flag & Seaside Award

Hunstanton has previously been awarded blue flag status. People who visit regularly know that there is a strong commitment to providing excellent services and clean beaches. Getting this message out will build confidence in the quality of Hunstanton as a leisure destination.



South Hunstanton

Hold and improve the existing front-line defences including concrete flood defences on the promenade.

3 Employment & Services

Where are we now?

An Economic Plan was prepared by Hunstanton Prosperity in 2015 and identified the strengths, weaknesses, opportunities and threats facing the coastal community.

Hunstanton is a key service centre in the Borough, providing a range of public services for all ages including primary and secondary education, health services, library, leisure facilities etc. As a tourist destination, Hunstanton attracts a large number of visitors which is making a vital contribution to the local economy. However, the seasonal pattern of visitors creates pressure in terms of the sustainability of services and facilities.

There are around 1,800 jobs in Hunstanton, with 96% of these in the service sector which, reflects Hunstanton's role as a local service centre and seaside resort.

The population of Hunstanton is markedly skewed towards the older age groups (41% over 65 compared with 25% for the Borough) with a lower proportion of working age population (48% 16 - 64 years compared to 58% for the borough).

Where we want to be?

Retail, tourism, leisure and cultural industries are key elements of the economic and social vibrancy of Hunstanton and contribute to the regeneration and growth of the area.

Developing the town's role as a local service centre will not only serve the local population but also support the tourism offer. This can be achieved by working with other bodies and agencies to strengthen and support this dual role.

We want to ensure:

- Tourism remains at the heart of Hunstanton's offer; and
- The range of public services remain sustainable and appropriate for the needs of the growing population.

How do we get there?

The town's economic success will be dependent on its ability to develop and maximise value from its key assets and unique selling points.

This includes:

- Sustaining the visitor economy already attracted to the area and attracting new visitor markets through initiatives that enhance the quality of the tourist product;
- Extending the visitor season and create year round employment which in turn will support the sustainability of services;
- Working with the West Norfolk Tourism Forum to promote Hunstanton through a range of marketing tools including publications and digital media;
- Supporting the Local Plan Site Allocations for employment and age appropriate residential accommodation;
- Support the Government's One Public Estate initiative to ensure services remain viable and meet the needs of the whole community;
- Engaging with the town's existing employers to identify ways in which it can support any expansion or diversification plans and staffing needs; and
- Facilitate investment in extra care housing places and support plans to provide people with an alternative to residential care.



Employment and New Homes

Work with our partners to facilitate development of opportunity sites aimed at providing year round employment opportunities and new homes that meets the requirement of the population profile.



Hunstanton as a Business Location

Promote Hunstanton as a business location on the www.investwestnorfolk.com website and utilise the Working in West Norfolk website to attract managers and senior officials to the area.



Visitor Economy

Diversify the visitor economy.

4 Transport & Movement

Where are we now?

The town has limited transport links, with road access to the town limited to the A149. There is a regular bus service to King's Lynn, and also along the Norfolk Coast.

The priority for Hunstanton is to ensure people have access to the services they need. It is therefore important that the public transport network is maintained and improved on key routes to the main towns and service centres.

The Coasthopper bus service has been running since 1996 and now acts as an express service to Kings Lynn.

New traffic layout for Beach Terrace Road was implemented to improve traffic flow and pedestrian safety.

Projects to improve the public realm to prioritise pedestrian and cycle access has helped to make the town easier to navigate include: **New 'welcome & orientation' signs** installed in public car parks. Completion of a **public realm scheme** along Seagate between the town and seafront to improve the area between the Oasis and the former Kit Kat site. **New heritage design street lighting** was installed on St Edmunds Terrace, Greevegate and Westgate to continue the theme of the High Street. **New finger posts** installed in 2015 to improve wayfinding. Improvements to the access and capacity of **Seagate Road car park**.

Where we want to be?

We want to ensure that local connectivity to public transport, cycle and pedestrian linkages are maintained and improved within the town, to the adjoining areas, surrounding villages and beyond to King's Lynn.

How do we get there?

Work with our partners to ensure that the opportunities arising from future development of King's Lynn are delivered and promoted in such a way that they have positive impacts upon Hunstanton.

Work with the Borough Council, County Council and its partners in the development of a transport and movement strategy for the town, to include:

- A parking strategy, including potential for a seasonal park and ride;
- New ways to deliver services such as a range of accessible door-to-door transport services for people with mobility problems in order to increase levels of social inclusion;
- Improvements to public transport, increasing the frequency and reducing journey times of services to King's Lynn, and supporting more frequent services along the coast;
- Improvements to routes, signage and facilities for walking and cycling; and
- Walking and cycling - Support Natural England's project to develop Coast Path from Hunstanton to Sutton Bridge in conjunction with Norfolk County Council's proposal to promote low carbon transport options from Kings Lynn to Hunstanton which will capitalise on the extension of the Norfolk Coast Path.

Support Norfolk County Council in their Coastal Community Fund application for the Coastal Treasures project, to improve access to heritage assets between King's Lynn & Holme. This includes marketing and infrastructure for walking and cycling trails.

Work with our partners to ensure that the opportunities arising from future development in the area provides safe vehicular and pedestrian access, new crossing points (where appropriate) and access to sustainable transport links.

Work with the Highways Authorities to ensure that adequate arrangements for the scale of traffic likely to be generated through new development can be minimised.

Work to improve access to walking and cycling routes for both recreational and alternative transport use.



Park & Ride

Assess feasibility for a seasonal 'Park & Ride' facility which can provide overflow car parking serving the promenade and town centre in high season.

The release of opportunity sites in the town centre and waterfront to achieve the masterplan objectives.



Enhanced Bus Services

Work with bus operators to improve frequency, reliability and speed of services between Hunstanton and King's Lynn, including improved interchange and synchronisation with rail services from King's Lynn station.

This will improve the accessibility of Hunstanton as a leisure, training and employment destination year-round.

Work to improve access to walking and cycling routes for both recreational and alternative transport use.

5 Development Sites

Where are we now?

Since the 2008 Masterplan was published, the Borough Council working alongside its partners, has made significant progress to deliver the vision using the opportunity sites as catalysts. This includes:

- Phases 1 and 2 extension and refurbishment of the Hunstanton Sailing and Watersports Club;
- Completion of a public realm scheme along Seagate between the town and seafront to improve the area between the Oasis and the former Kit Kat site;
- Adoption of the Core Strategy, which commits the Borough Council to provide at least 220 new homes and 1ha of employment land in Hunstanton;
- Adoption of the Site Allocations and Development Management Plan, which allocates land on the edge of Hunstanton for residential and employment development.
- Funding from the Heritage Lottery Fund approved to restore and enhance the Hunstanton's Heritage Gardens; and
- Development of the Old Garage Site on St Edmunds Terrace by McCarthy & Stone.

Where we want to be?

There are further opportunities to be realised through the public property portfolio through the One Public Estate (OPE) initiative. Delivered in partnership by the Cabinet Office Government Property Unit (GPU) and the Local Government Association (LGA), this initiative offers practical and technical support to local authorities to deliver property-focused programmes, in collaboration with central Government and other public sector partners.

The OPE initiative provides an opportunity to invest in a small number of key sites, which would improve the efficiency of these buildings and dispose of, or support redevelopment. In turn, this would reduce the revenue cost for public body partners as well as releasing much needed land for development and regeneration.

We want to ensure that the opportunities arising from the future regeneration of these sites are promoted in such ways that have positive impacts upon Hunstanton, including:

- Growth in business rates;
- Delivery of new homes - market and affordable that meet the needs of the growing population;
- Increase in employment opportunities for local people; and
- Enhanced leisure facilities and recreational opportunities.

How do we get there?

To do this we will work with the Borough Council and its partners in the preparation of initial feasibility and options studies for the key sites. These are:

1. Bus Station on Westgate and the relocation of the library and other public services into the existing office base at Valentine Road;
2. Police Station and Fire Station on King's Lynn Road;
3. Land at Seagate comprising the former Kit Kat site;
4. Redevelopment of the Alive Oasis Leisure Centre for a mixed use scheme to complement the active seafront location;
5. The south eastern portion of the car park on Southend Road;
6. The southern portion of the coach park on Southend Road;
7. Land at the Grove on Alexandra Road;
8. The former infant school site on Valentine's Road; and
9. Redevelopment of the former Whitley Site in the Town Centre.



1) Library and Hunstanton Bus Station site, Westgate



5) Land at Oasis Leisure Centre, Beach Terrace Road



2) Police Station on King's Lynn Road



6) Former Kit Kat site, Seagate



3 and 4) South eastern portion of car park and Southern portion of coach park, Southend Road



Delivery & Implementation Plan

The Hunstanton Prospectus is underpinned by the vision set out in the Masterplan and sets out the priorities for the Coastal Community Team over the next 10 years. It must be realistic in order to provide a robust and deliverable set of recommendations and plans. A comprehensive Action Plan covering the key recommendations of each theme in the Prospectus is set out in this section.

Many actions will be achieved within existing resources, however, this will depend on the help and cooperation from many agencies and partners. Where additional resources are required, they will need to be prioritised alongside other strategic aims of our partners.

Delivery of the Prospectus' priorities will be subject to:

- Results of the visitor survey; and
- Availability of funding sources that align with the strategic aims of the CCT.

The Coastal Community Team will review progress of the Action Plan annually to ensure the continued momentum to achieve the priorities set out in the Prospectus.

Governance

The effective delivery of this prospectus requires a mechanism that brings together the public and private sectors at a senior level. Representatives from the CCT, political leaders, council officers, business leaders, investors, marketeers and some leading national players will be formed– these are all people with a real passion and vision for the town.

Its role will be to champion the Prospectus at the strategic level, review progress against objectives and provide a forum for discussing and resolving key issues and challenges as they arise.

In addition various working groups will be established to progress defined projects or areas of action. The Working Groups will have clearly defined terms of reference and comprise of industry representatives who can bring specialist knowledge and expertise to inform the projects. A key issue for the Working Groups is ensuring that they are effectively resourced. Securing resources from our partners and funding programmes will be an important role for the CCT.

The development process of this prospectus has created a strong momentum and opened a new more inclusive dialogue amongst the CCT. This gives a strong platform on which to develop these mechanisms, strengthen existing partnerships and building on a strong collaborative leadership going forward.



Funding

In order to deliver elements of the action plan external funding will need to be identified with full projects and funding applications developed. To secure resources from partner agencies, funding programmes will be an important role for the implementation group.

Some potential sources of funding are:

- **Coastal Community Fund from The Big Lottery:**
The Coastal Communities Fund (CCF) encourages the economic development of UK coastal communities by giving funding to create sustainable economic growth and jobs. Round 5 of the funding programme is due to open in 2017;
- **Coastal Revival Fund:**
Funding available only to Coastal Community Teams. Awaiting details of future funding rounds;
- **LEADER Funding:** Priority 3 - Support for rural tourism, Priority 4 - Provision of rural services, Priority 5 - Support for cultural and heritage activity.
Sums up to circa £140,000 and 100% of project costs.
www.norfolklags.co.uk/uploads/document/west-norfolk-lag-RBG5.pdf;
- **Rural Development Programme:** funding from the Rural Payments Agency
www.gov.uk/topic/farming-food-grants-payments/rural-grants-payments;
- **European Agricultural Fund for Rural Development (EAFRD) 2014-20** from the New Anglia Local Enterprise Partnership & Greater Cambridgeshire & Greater Peterborough Local Enterprise Partnership
www.gov.uk/european-structural-investment-funds;
- **Big Lottery - Reaching Communities England:**
Sums over £10,000 over a period of up to 5 years
<https://www.biglotteryfund.org.uk/global-content/programmes/england/reaching-communities-england>;
- **Big Lottery - Awards for all:**
Sums of £300 - £10,000
<https://www.biglotteryfund.org.uk/global-content/programmes/england/awards-for-all-england>;
- **Arts Council Funding:**
Sums of £1,000 to £100,000.
www.artscouncil.org.uk/funding/applying-grants-arts#section-1;
- **Sport England Funding:** Funding review currently ongoing awaiting update.
- **Small Grants fund:** £300 - £10,000 still accessible at this time.
www.sportengland.org/funding/small-grants/

Tourism, Leisure & Events

Objective	Short-term project (2016)	Medium-term project (2017-2021)	Output and target	Lead Partner	Cost
To strengthen the town's role as a visitor destination and diversify Hunstanton's tourist offer.	Continue to maintain 'Green Flag' accreditation for beaches in Hunstanton. On-going monitoring of key indicators to maintain status.		Green Flag Documentation. Successfully re-bid for Green Flag status as they become due.	BCKLWN's Parks and Open Spaces team	TBC
	Enhance the watersports offer		Hunstanton Sailing and Watersports Club redevelopment and promotion of the training and events programme.	Hunstanton Sailing & Watersports Club & CCT.	
		Attain 'Blue Flag' accreditation for beaches in Hunstanton.	Bid for Blue Flag status	Representatives from BCKLWN's visitor economy sectors.	
		Investigate potential Marine Lagoon.	Secure funding to undertake a feasibility study for a potential marine lake at the south promenade.	CCT.	£50,000
		Attract a national hotel chain to operate in Hunstanton.	Increased interest in overnight/weekend visits to the town.	CCT.	
		Work with existing operators in Hunstanton to support expansion/diversification of tourist offer	Enhanced tourism offer and facilities.	CCT.	
Understand why people visit Hunstanton and who they are.	Undertake a visitor survey to understand the visitor experience.		Survey findings.	Representatives from BCKLWN's visitor economy sectors.	
Improve the range of events/content of events in Hunstanton.	Work with relevant parties to set up an arts and festival forum.		Arts and Festival Forum established with a platform for securing arts funding.	Representatives from BCKLWN's visitor economy sectors.	Internal resources.
	Investigate potential to expand the existing events programme for Hunstanton.		Increase impact of Hunstanton events	CCT.	
	Deliver the Activity Plan for the Heritage Garden Project		Engage and involve resident and visitors in learning about the heritage of the Gardens through events, activities, training and area management.	BCKLWN.	£141000 (Co-ordinator cost and cost of activities).

Heritage & Environment

Objective	Short-term project (2016)	Medium-term project (2017-2021)	Output and target	Lead responsibility	Cost
2) Respecting the wealth of heritage in terms of its environment and history.	Hunstanton Heritage Gardens project to undertake restoration and enhancement of The Green and gardens, funded by the Borough Council and Heritage Lottery Fund Parks and gardens, funded by the Borough Council and Heritage Lottery Fund Parks for People funding programme		Restoration and enhancement projects completed and higher pass mark of Green Flag Award.	BCKLWN	£1.325m
	Review policies contained within the Local Plan which relate to Hunstanton and the surrounding rural area, ensuring they are adequately considered.		Establish a mechanism for review and supporting planning applications.	BCKLWN's Planning, Regeneration and Economic Development teams and other stakeholders including CCT.	
		Maintain and improve the front line flood defences at South Hunstanton	South Hunstanton and holiday resort area protected from flooding	CCT, BCKLWN & Environment Agency.	
		Investigate long term solution to hold the shoreline defences of Hunstanton Town.	Hunstanton Town tourist resort and service centre projected from flooding.	CCT, BCKLWN & Environment Agency	

Employment & Services

Objective	Short-term project (2016)	Medium-term project (2017-2021)	Output and target	Lead responsibility	Cost
Ensure that the lives of all age groups are recognised with an emphasis being put on services that will make a genuine contribution to improving people's lives.	Develop a community Hub at Valentines Road offices as part of the One Public Estate initiative.		Integrated community services and release of underutilised sites for other redevelopment uses.	BCKLWN	
		Facilitate extra care housing places and support plans to provide people with an alternative for residential care	Details included in the Local Plan Housing places/units delivered and implemented	BCKLWN's Planning and Housing teams and other stakeholders including CCT	
To improve opportunities for residents to become ambassadors for the visitor economy	Develop an ambassador scheme and ask other volunteer groups if they would support this initiative	Information to local people on the value of the visitor economy and the role they can play.	Recruit local people as ambassadors with defined roles and projects. Number of ambassadors and volunteers and number of hours contributed in volunteer time.	BCKLWN	Internal resources
Provision of office and workshop spaces	Investigate feasibility for redevelopment of former Hunstanton Infant School as part of the One Public Estate initiative.		Established costs and assessment of demand for the redevelopment of the site to underpin funding applications.	BCKLWN/NCC	£ 10,000
	Promote Hunstanton as a business location		Wider awareness of Hunstanton as a business location to attract manager and senior officials to the area	BCKLWN	Internal resources

Transport & Movement

Objective	Short-term project (2016)	Medium-term project (2017-2021)	Output and target	Lead responsibility	Cost
Ensure that local connectivity to public transport, cycle and pedestrian linkages are maintained and improved within the town, to the adjoining areas, surrounding villages and beyond to King's Lynn.	Work with the Highways Authorities in Cambridgeshire and Norfolk, Highways Agency and Growth Deal Funding on road and junction investments.	Economic and Regeneration team and CCT to input into sustainable transport projects, town centre projects, the borough council's Business Plan and any relevant strategies	Details included in the Local Plan, Economic Development and relevant Borough Council's strategies.	BCKLWN's Planning, Regeneration and Economic Development teams and other stakeholders including CCT and Highways Agency.	TBC.
	Improved routes, signage and facilities for walking and cycling.		Economic and Regeneration team and CCT to work with Transport Planning team to scope out and implement improvements	BCKLWN's Planning, Regeneration and Economic Development teams and Transport Planning.	
	Develop Parking Strategy for the town to cater for seasonal demand		Improved access and circulation of traffic to ensure efficient use of car parks	BCKLWN	
	Support Natural England's Coast Path project from Sutton Bridge to Hunstanton. Including marketing and infrastructure for walking and cycling trails		Improved access to heritage assets between King's Lynn & Holme.	Norfolk County Council	
	Continue to improve wayfinding signs in the town centre and seek funding for public realm improvements that will benefit the visitor economy.	Delivery of new signage and map. Growth bid for public realm improvement budget	Improved signage and town centre fabric	BCKLWN's Planning, Regeneration and Economic Development and Transport Planning teams and CCT	TBC
		Work with public transport operators to enhance offer to Hunstanton's customers.	Project with public transport operators	BCKLWN's Regeneration and Economic Development and Transport Planning teams, and other stakeholders, including CCT and public transport providers.	

Development Sites

Objective	Short-term project (2016)	Medium-term project (2017-2021)	Output and target	Lead responsibility	Cost
Ensure that further opportunities are realised through the Borough Council's public estate portfolio.	Work with the Borough Council to identify sites, which require investment and/or redevelopment.		External funding secured and projects are completed.	BCKLWN's Regeneration and Economic Development teams and other stakeholders including CCT.	
	Work with the Borough Council's advisers to shape emerging ideas and plans for development sites.	Undertake the project development phase.	External funding secured and projects are completed.	BCKLWN's Regeneration and Economic Development teams and other stakeholders including CCT.	
		Review and input into emerging planning applications	Ensure development sites for the town build/ contribute towards infrastructure capacity and regeneration objectives	BCKLWN's Regeneration and Economic Development teams and other stakeholders including CCT.	