Executive Summary ........................................................................................................ 1

1. Introduction ................................................................................................................ 4

2. The Great Yarmouth Opportunity ............................................................................. 8

3. Vision & Objectives ................................................................................................... 28

4. Masterplan Framework & Projects .......................................................................... 30
   a. Strengthening the Heart of the Town Centre ....................................................... 32
   b. Improving the Market & Market Place ................................................................. 38
   c. Transforming The Conge .................................................................................... 44
   d. Creating a Sense of Arrival at the Town Centre ................................................... 50
   e. Unlocking the potential of Hall Quay .................................................................. 54
   f. Linking it all together with The Rows .................................................................. 56

5. Delivery & Implementation ....................................................................................... 60

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

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

localplan@great-yarmouth.gov.uk
Great Yarmouth - a unique place with great opportunities!

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

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

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

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

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

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

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

This framework and masterplan sets out the Council’s ambition for the regeneration of the town centre over the coming decade. Carter Jonas has worked collaboratively with the Council and other stakeholders to shape this plan, as the opportunities in this area make a compelling case for public and private investment.

The study area for this work encompasses the extended town centre area east-west between the seafront and the Yare riverfront, and north-south corresponding to the length of the historic town walls.

Within this general area we have defined an investment area where the Council will work with stakeholders to target investment to achieve the greatest regeneration impacts. Both are set out below.

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

The Great Yarmouth town centre opportunity is based on a number of factors. The quality of the town centre’s heritage and the extent of public ownership make it strategically placed to benefit from the growing economy of the borough as a whole, new strategic infrastructure investments and joined-up governance at a regional level. It is a priority for the Council to support and enable this outcome to better serve its residents, their aspirations and their life chances.
Our vision for the town centre is that, by 2025, new investment and employment in the town centre is generating renewed pride in Great Yarmouth and building confidence for the future.

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

**a. Strengthening the heart of the town centre**

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

**b. Improving the markets and Market Place**

By 2025, trade and custom in the 6- & 2-day markets is greatly improved, supported by new stalls and service facilities and by the newly-paved Market Place. Together with the improved frontages this has created a beautiful setting for an expanded programme of events.

**c. Transforming The Conge**

By 2025, The Conge is transformed, with new mixed-use development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Market Place.

**d. Creating a sense of arrival at the town centre**

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

**e. Unlocking the potential of Hall Quay**

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

**f. Linking it all together**

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

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

**Phase 1 (2017-18)** will focus on early wins and confidence building measures. **Phase 2 (2019-20)** will focus on completion of the first investments in the key projects. **Phase 3 (2021-24)** will focus on completing and linking up the key projects. At this point the next steps in the regeneration of the town centre will be determined.
Town Centre Boundary

Town Centre Amenities
1. Minster Church of St. Nicholas
2. Market and Market Place
3. Market Gates Shopping Centre & Bus Station
4. Regent Road (to seafront)
5. St. George’s Park
6. St. George’s Theatre
7. Great Yarmouth Town Hall
8. Hall Quay & Haven Bridge
9. River Yare
10. Vauxhall Bridge
11. Train Station
1. Introduction

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

1.1 Purpose & Scope

The aim of this masterplan is to set out a commercially-realistic and flexible framework for the development of Great Yarmouth town centre up to 2025. Its purpose is to guide new investment in the town so that projects are not only individually delivered to a high quality, but also that they add up collectively to more than the sum of their parts. The outcome of full implementation of this masterplan will be to build confidence and the business case for comprehensive regeneration of the town centre over the following decade 2025-2035.

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

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

The plan on page 7 sets out the area covered by this document, in the context of the key town centre planning policy and conservation areas.

The study area for the town centre masterplan encompasses the entire area enclosed by the historic town walls, extending east-west between St. George's Park and the Yare riverfront, and north-south between the Minster and the Time & Tide Museum. These are the extents of the area directly relevant to the regeneration of the town centre, reflecting the town centre’s natural, physical and historic boundaries and its thresholds with surrounding areas.

Within this general area is a more clearly defined masterplan investment area where the Council will work with stakeholders to target investment to achieve the greatest regeneration impacts. This area generally corresponds to the designated town centre area, with the following extensions:

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

1.3 Document Structure

The masterplan document is structured as follows:

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

Chapter 3 sets out a vision statement and objectives for new investment;

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

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

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

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

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

1.4 Governance & Consultation

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

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

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

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

Transport
- Potential Transport Investment
- Potential Highways Redesign

Ownership / Occupation
- Great Yarmouth Borough Council

Town Centre Opportunity
The case for investing in the town centre is based on a strong evidence base supporting the following rationale:

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

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

2. The Great Yarmouth opportunity

This section sets out why the town centre’s inherent value and the extent of public landownership make it strategically placed to benefit from the growing economy, new infrastructure, and joined-up governance – and why it is a priority to support and enable this outcome.
Listed Buildings
1. Minster Church of St. Nicholas
2. St. Nicholas Priory Middle School
3. Fishermen’s Hospital
4. St. George’s Theatre
5. The Tolhouse
6. Remains of the Church of the Greyfriars
7. Great Yarmouth Town Hall

Scheduled Ancient Monuments
Town Wall Towers

Conservation Areas

Town Centre Heritage Assets
2.1 The town centre has a unique and valuable heritage

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

Unique heritage and sense of place

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

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

- Primary retail frontage
- Secondary retail frontage
- A. The Rows
- B. Regent Road
- Shopping centre / arcade
  1. Market Gates Shopping Centre
  2. Victoria Arcade
- 6-day market
- 2-day market
Existing assets and investments

The town centre has a number of assets which have benefitted from major investment in recent years by public and private sectors. The Market Gates Shopping Centre has had a major extension in the past decade to accommodate a Debenham’s anchor store, and under its new ownership further investment is planned to improve its access and presentation from Regent Road. The southern reaches of King Street have benefitted from investment to drive heritage-related tourism, including in visitor facilities such as St George’s Theatre and the Time & Tide Museum. The adjacent St George’s Park is a beautifully refurbished open space, which enjoys ‘Green Flag’ status, and hosts the internationally acclaimed annual ‘Out There Festival’.

Strategic location and good access

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

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

The opportunity for the town centre is...
...to exploit its existing access to a wide and diverse catchment across the Broads, East Anglia, the South East and the East Midlands as well as continental Europe.
Entertainment Venues
A. St. George’s Theatre
B. Market Place event space
C. Minster Church of St. Nicholas

Museums
1. National Trust Elizabethan House
2. English Heritage Row Houses
3. Nelson Museum
4. Tolhouse Museum
5. Time & Tide Museum of Great Yarmouth Life
2.2 The local economy is growing and changing

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

Tourism & Leisure

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

The opportunity for the town centre is...

...to continue to broaden the town centre tourism, leisure and retail offer to attract more spend by current visitors, extend the visitor season, and attract a broader visitor demographic to boost the tourism economy of the town as a whole.
Economic Growth Projects in Great Yarmouth
Offshore Energy

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

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

Shops & Services

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

The opportunity for the town centre is...
...to manage this transition, diversify the retail/market offer, and combine leisure, employment and residential uses in new ways to ‘take up the slack’, drive footfall and stimulate investment.
Train Station

Potential Transport Investments
1. Fullers Hill Roundabout
2. Hall Quay & Haven Bridge
3. Great Yarmouth Bus Station

Potential Highways Redesign

Town Centre Transport Infrastructure
2.3 New transport infrastructure will have a positive impact

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

Road investment

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

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

- £300m has been allocated to improve or dual seven locations along the A47/A12 which include the key trunk road junctions in Great Yarmouth - the Vauxhall and Gapton roundabouts. This will help relieve congestion in the heart of the urban area.

- Dualling of the A47 from Blofield to North Burlingham (which lies between Great Yarmouth and Norwich) will significantly improve connectivity between these key urban centres in Norfolk.

The opportunity for the town centre is...

...to steer this short term investment to align with the masterplan proposals, generating an ‘early win’ and building confidence in its projects.
Great Yarmouth Third River Crossing consultation document (Dec 2016)

Third River Crossing

In the medium term, no single investment is likely to do more to boost the regeneration of the town centre than the proposed Third River Crossing. Costing over £100m, construction of this bridge would begin in 2021 to connect South Denes directly to Harfrey’s roundabout on the A47, with the potential to significantly relieve the town centre of port-related traffic. In August 2016 the Department for Transport (DfT) contributed over £1m towards building the project’s business case. This was submitted to Government on 30th of March 2017.

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

2.4 Governance is joined-up

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

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

Alignment of local, regional and national stakeholders

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

The opportunity for the town centre is...
...to link the various corporate strategies and planning policies together into a coherent set of proposals that can give material form and tangible outcomes to realise those commitments in accordance with national and local planning policy objectives.
Great Yarmouth Borough Council
1. Fuller’s Hill surface carpark
2. The Conge
3. Market & Market Place
4. King Street surface car park
5. Great Yarmouth Town Hall

Norfolk County Council

Town Centre Public Sector Landownership
2.5 Extensive land is in public ownership and/or is underutilised

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

Council-owned buildings and land

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

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

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

The opportunity for the town centre is...

...to understand which assets might be suitable for development and how that can be used by the Council to deliver the masterplan objectives whilst supporting any existing business and/or residential occupants to find alternative accommodation.
Vacant Buildings

1. Marks & Spencer
2. BHS

Town Centre Vacant Buildings
Third-party buildings and land

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

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

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

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

Better life chances

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

The opportunity for the town centre is...
...to ensure that its regeneration is inclusive, recognises local people’s culture and identity, and retains and enhances the services and amenities they have reason to value.
Better and more secure employment

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

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

A sense of renewal and pride

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

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

Case study
Minster Church of St. Nicholas
Great Yarmouth

Great Yarmouth’s Grade II* listed Minster Church is, on floor area alone, the largest parish church in the country, with parts dating to the early 12th century. Set in the attractive green space of the cemetery gardens, and between the oldest part of the Historic Town Wall and Market Place, the Minster is the largest venue in the town and is used for civic celebrations such as the mayor’s service, the Queen’s birthday, town parades and the blessing of fishing nets. The Minster is a member of the national Greater Churches Network and has a strong music ministry. The ministry team and governing members of the Parochial Church Council (PCC) are currently consulting to build a shared and sustainable vision for the Minster to maximise the potential this unique architectural and historical asset presents to the parish and wider community of Great Yarmouth.
...The Heart of the Town Centre around the junction of King Street and Regent Road has regained its vitality with a range of new occupiers and operators including a leisure-based anchor (for example a cinema), cafes, bars and restaurants.

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

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

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

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

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

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

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

- Planning and development brief
- New mixed-use development
- New street landscaping
- Tree planting area
- Listed buildings
- Key walking routes
- New highways design
- Residential development frontage
- Non-residential development frontage
- Shopfront improvement scheme
- New 6-day market facilities
- New 2-day market facilities
- Larger flexible events area
- Market cross / landmark
- New Leisure-based Anchor
- Refurbishment of north-west tower
This section sets out the masterplan for the town centre, organised into the six objectives introduced in the vision statement, each of which can be achieved through a combination of projects delivered by a range of different stakeholders working together.

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Project</th>
<th>Activity</th>
</tr>
</thead>
</table>
| a. Strengthening the Heart of the Town Centre | a.1 New leisure anchor development | Business case, site/design options, feasibility study  
       |         | Detailed design and planning  
       |         | Construction and letting  
       |         | Launch and operation |
|           | a.2 Broader events programme | Pilot programme of film events  
       |         | Regular events programme |
|           | a.3 Public realm investment | Theatre Plain street improvement  
       |         | Regent Street street improvement |
| b. Improving the Markets and Market Place | b.1 Better market operations | Better management of both markets  
       |         | Better facilities for the 6-day market  
       |         | Better facilities for the 2-day market |
|           | b.2 Business support | Shopfront improvement scheme |
|           | b.3 Public realm investment | Market Place & Church Square Design concept and funding bid  
       |         | Relandscaping of Market Place Phase 1 of 3  
       |         | Relandscaping of Market Place Phase 2 of 3  
       |         | Relandscaping of Market Place Phase 3 of 3 |
| c. Transforming the Conge | c.1 Business support | Engagement and support package |
|           | c.2 New mixed-use development | Design concept and development prospectus  
       |         | Stage 1 Detailed design & planning  
       |         | Stage 1 Business transition & site assembly  
       |         | Stage 1 Construction & letting  
       |         | Stage 2 Design, planning and site assembly |
|           | c.3 Public realm investment | Realign carriageway  
       |         | Phase 1 pavement relanscaping |
| d. Creating a sense of arrival at the town centre | d.1 Public realm investment | Redesign carriageway and improve pedestrian route |
|           | d.2 New mixed-use development | Design concept and development brief  
       |         | Stage 1 Detailed design and planning |
| e. Unlocking the potential of Hall Quay | e.1 New mixed-use development | Planning and development brief |
|           | e.2 Public realm investment | Relandscaping of Hall Quay |
| f. Linking it all together | f.1 Public realm investment | Signage and row improvement pilot  
       |         | Signage and row improvement programme |
New Leisure-based Anchor
Area for site search
Vacant buildings (2016)

Public Realm Investment
1. Theatre Plain
2. Regent Street
Key walking routes

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

**Objective:**
By 2025, the heart of the town centre, around the junction of King Street and Regent Street/Regent Road, has regained its vitality with a range of new occupiers and operators including a leisure-based anchor, cafes, bars and restaurants.

a.1 New leisure anchor development
Create a new anchor for leisure-based uses in the town centre (for example a cinema) to complement the existing retail offer and drive the evening economy.

**Business case, site/design options, feasibility study**

**Purpose:**
To determine the best route to deliver the new cinema for the town centre in the best available location and with the right partners

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

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

**Design and planning**

**Purpose:**
To determine how the brief and design for the new town centre cinema can best respond to the various planning, conservation, access and commercial demands of the site and use

**Actions:**
Subject to site selection and delivery route, to include some or all of the following:
- Development partner selection
- Site acquisition/assembly
- Design development
- Planning application
- Detailed design

**Outcomes:**
New town centre cinema proposal is ready for construction.
Indicative sketch view of mixed-use cinema, food & beverage development on northern part of King Street carpark, with connection through to King Street

Current aerial view of King Street carpark
Case Study
Thetford Riverside

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

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

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

Construction and letting

Purpose: To deliver the new cinema and secure the right mix of operators

Actions: Subject to site selection and delivery model to include some or all of the following:
- Contractor appointment
- Cinema, food and drink operator selection

Outcomes: New town centre cinema is ready for operation.

Launch and operation

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

Actions: Subject to site selection and delivery route, to include some or all of the following:
- Launch events and marketing
- Support landlords and traders to develop food and drink offer across the town centre (particularly King Street and Regent Street) to take advantage of footfall and opportunities associated with the cinema

Outcomes:
- The town centre has a new leisure anchor at its heart, driving the food and drink offer and the evening economy generally.
- People locally and regionally are more aware of the renewed town centre leisure offer in Great Yarmouth.
a.2 Broader events programme
Reintroduce film-based events to the town centre on a temporary basis, using them to establish it as the town’s prime location for popular film entertainment in the run-up to the launch of a new cinema-led development.

Pilot programme of film events

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

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

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

Regular programme of film events

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

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

Outcomes:
• The town centre is re-established as a location for popular film entertainment.
• Public expectation and appetite is stimulated for new cinema development in the town centre.
a.3 Public realm investment
Focus investment in the improvement of key connecting streets and spaces in the heart of the town centre.

Theatre Plain

**Purpose:**
To stimulate movement and commercial activity between the retail pitches on Regent Road and Market Place

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

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

Regent Street

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

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

**Outcomes:**
- Pedestrian movement is better supported between King Street and Hall Quay.
- Bus movements removed enabling reallocation of highway space to pedestrians.
- Ground floor units on north side of street utilise pavement for food and drink offer.
Market Operations
- New 6-day market facilities
- New 2-day market facilities

Business Support
- Shopfront improvement scheme

Public Realm Investment
- Larger flexible events area
- Market cross / landmark
- Hard-landscaped area
- Tree-planting area

Improving the Markets and Market Place
b. Improving the Markets and Market Place

Objective:
By 2025, trade and custom in the 6- and 2-day markets is greatly improved, supported by new stalls and service facilities and by the newly-paved Market Place which has created a beautiful setting for an expanded programme of outdoor events and improved building frontages.

b.1 Better market operations

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

Better management of the two markets

Purpose:
To ensure the markets can continue to play their central role in the town centre’s social and economic life

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

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

Better facilities for the 6-day market

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

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

Outcomes:
• Traders and customers of 6-day market enjoy better quality facilities.
• Council and traders have sustainable and business like management arrangements.
• Larger event space is available at the south end of the Market Place.
Better facilities for the 2-day market

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

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

**Outcomes:**
- Better quality facilities for 2-day market
- New management arrangements for 2-day market

b.2 Business support

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

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

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

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

Shopfront improvement scheme

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

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

**Actions:**
- Engage with stakeholders including Market Place frontage commercial leaseholders and freeholders
- Develop a grant scheme for upgrade of town centre property frontages, including support for external improvements including signage, lighting and painting, replacement of historical features and planning/agents’ fees
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- Support participants with business advice and training opportunities

**Outcomes:**
- The presentation of town centre buildings especially listed buildings and other buildings of local importance is improved.
- Market Place enjoys greater activity at pavement level, particularly on the east side.
- Business and confidence is stimulated.
b.3 Public realm investment

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

Market Place & Church Square design concept and funding bid

**Purpose:**
To build consensus around the future of Market Place and source funding to deliver it

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

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

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

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

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

**Outcomes:**
- 6-day market has new purpose-built accommodation.
- Current 6-day market facilities can be removed to enable reconstruction of Market Cross.
- Market Place enjoys a high-quality uncluttered setting appropriate to its national/ international heritage value.
- Lighting, signage and street furniture are co-ordinated and fit for purpose
- Better event space
SIX DAY MARKET PLACE REDEVELOPMENT OPTIONS
In redeveloping the 6-day Market, consideration has been given to scoping two options to reposition the 6-day market, with the overall aim of creating a better event space and more clearly defined 2-day market space.

CURRENT SITUATION

OPTION 1
Move 6-day market back half a footprint

OPTION 2
Move 6-day market back one footprint
Relandscaping of Market Place
Phase 2 of 3 (South)
Market Gates to Row 60

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

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

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

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

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

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

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

- Engagement and support package

New mixed-use development
- Residential development frontage
- Non-residential development frontage

Public Realm Investment
- New street landscaping
- Key walking routes

Transforming The Conge
c. Transforming the Conge

Objective:
By 2025, The Conge is transformed with new mixed-use development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Market Place.

c.1 Business support
Support businesses through the period of change on The Conge, whether remaining or relocating.

Engagement & support package

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

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

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

Abode, Cambridge

Numerous new residential developments in Cambridge, of which Abode is one, have successfully created high quality homes in a network of landscaped streets and spaces providing attractive, well-overlooked and safe walking routes between local amenities.
c.2 New mixed-use development
Redevelop site on the lower (western) half of The Conge and demonstrate how this can be extended to connect to Market Place.

Design concept & development prospectus

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

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

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

Stage 1 Detailed design & planning

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

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

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

Example public realm treatment - shared surface with material differentiation
Stage 1 Business transition and site assembly

**Purpose:**
To prepare the Stage 1 sites for the delivery of development

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

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

Stage 1 construction and letting

**Purpose:**
To complete delivery of Stage 1

**Actions:**
- Engage with stakeholders
- Manage and deliver construction to completion and operation

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

Stage 2 design, planning and site assembly

**Purpose:**
To determine all aspects of the design and delivery of the second phase of development

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

**Outcomes:**
- Commercial stakeholders have relocated on a temporary or permanent basis.
- Council and partners have assembled up to three sites fronting The Conge totalling approx. 0.91 hectares (2.25 acres) ready for development.
- Design and delivery model(s) selected for implementation post 2024.
c.3 Public realm investment
Create an appropriate street setting for transformational development, supporting movement between Market Place and the Riverside / Station area.

Realign carriageway

**Purpose:**
To support pedestrian movement between the Conge and the Station

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

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

Phase 1 pavement relandscaping

**Purpose:**
To create a high quality setting for new development

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

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

- Planning and development brief
- Refurbishment of north-west tower

Public Realm Investment

- New street landscaping
- 1. Vauxhall Bridge
- 2. Walking route from The Conge to the train station

Creating a Sense of Arrival
Realign carriageway & improve pedestrian route

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

Actions:
• Engage with stakeholders including Abellio Greater Anglia, Network Rail, Norfolk County Council
• Relandscape station forecourt, Vauxhall Bridge, bridge approach and North Quay crossing, including paving, street furniture, lighting and trees

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

d. Creating a Sense of Arrival at the Town Centre

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

d.1 Public realm investment
Focus investment in the improvement of the immediate setting of the station and route to the town centre.
Potential for development to line the approach to station via the Conge, Great Yarmouth Waterside and Vauxhall Bridge

Potential for revitalised Bure riverside paving, decking, seating and leisure activities (before and after)
d.2 New mixed-use development
Redevelop sites flanking the pedestrian route to the station and demonstrate how this can be extended to connect to Fullers Hill.

Design concept & development brief

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

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

Outcomes:
• There is a shared vision for the future of the station area amongst general public and stakeholders in the context of the planned Third River Crossing.
• Development brief sets out Council’s vision, gives confidence to development and investment partners and supports land assembly.

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

Phase 1 Detailed design & planning

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

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

Outcomes:
• Planning permission approved
• Detailed design and specification completed
• Design and delivery model(s) selected for implementation post 2024
Unlocking the potential of Hall Quay
e. Unlocking the potential of Hall Quay

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

Planning and development brief

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

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

Outcomes:
• There is a shared vision for the future of Hall Quay amongst the general public and stakeholders in the context of the planned Third River Crossing.
• Planning and development brief sets out Council’s vision, gives confidence to development and investment partners and supports land assembly.
• Design and delivery model(s) considered for implementation post 2024

e.1 New mixed-use development
Refurbish and regenerate buildings fronting onto Hall Quay for leisure-based uses

e.2 Public realm investment
Refurbish and regenerate buildings fronting onto Hall Quay for leisure-based uses

Relandscaping of Hall Quay

Purpose:
To create a high quality public realm setting

Actions:
• Engage with stakeholders
• Implement new street landscaping between new kerb line and building lines, including paving and street furniture

Outcomes:
• Hall Quay public realm is transformed into an attractive, premium leisure-based setting.
• Perceptions of Great Yarmouth are transformed amongst visitors, businesses, developers and investors.
Public Realm Investment

- Existing Rows
- Existing routes from east of town
- Priorities for improvement to link east-west

Linking it all together through The Rows
f. Linking it all together

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

f.1 Public realm investment
Investment in the public realm of the historic Rows which link the whole town centre together.

Signage & Row improvement pilot

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

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

Outcomes:
- There is more footfall along The Rows, supporting greater numbers visiting town amenities.
- The Council has tested the pilot approach and can determine next steps.
View westwards from King Street via Row 83 to King Street carpark and Lighthouse Medical Centre

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

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

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

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

Row 83 entry at Elizabethan House, South Quay

South Quay frontage, looking back to library

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

Row 83

Row 106
Signage & Row improvement programme

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

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

**Outcomes:**
- There is more footfall along The Rows, supporting greater numbers visiting town amenities.
- The Council has tested the pilot approach and can determine next steps.
<table>
<thead>
<tr>
<th></th>
<th>Phase 1 2017-18</th>
<th>Phase 2 2019-20</th>
<th>Phase 3 2021-24</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a. Strengthening the Heart of the Town Centre</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a.1 New leisure anchor development</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Business case, site/design options, feasibility study</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Detailed design and planning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction and letting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch and operation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a.2 Broader events programme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pilot programme of film events</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Regular programme of film events</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a.3 Public realm investment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Theatre Plain street improvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regent Street street improvement</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>b. Improving the Markets and Market Place</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.1 Better market operations</td>
<td></td>
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<tr>
<td>Better facilities for the 6-day market</td>
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<td></td>
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<tr>
<td>Better facilities for the 2-day market</td>
<td></td>
<td></td>
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<td>b.2 Business support</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Shopfront improvement scheme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.3 Public realm investment</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Market Place &amp; Church Square Design concept and funding bid</td>
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<td></td>
<td></td>
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<tr>
<td>Relandscaping of Market Place Phase 1 of 3</td>
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<tr>
<td>Relandscaping of Market Place Phase 2 of 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relandscaping of Market Place Phase 3 of 3</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>c. Transforming the Conge</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>c.1 Business support</td>
<td></td>
<td></td>
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<tr>
<td>Engagement and support package</td>
<td></td>
<td></td>
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<tr>
<td>c.2 New mixed-use development</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Design concept and development prospectus</td>
<td></td>
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<tr>
<td>Stage 1 Detailed design &amp; planning</td>
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5. Delivery & Implementation

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

5.1 Phasing

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

• Urgency of building confidence in the heart of the town centre, getting the market working better, and leveraging the Council’s asset base

• Timeline for the Third River Crossing, which will be crucial to the regeneration of the Station and Hall Quay areas

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

• **Phase 1: 2017-2018**: focussing on ‘early wins’ to build confidence in the town centre, and aligned to the commitment of existing and additional Council resources

• **Phase 2: 2019-2020**: the earliest reasonable deadline by which the major capital projects can be designed, approved, funded and delivered

• **Phase 3: 2021-2024**: by which time the Third River Crossing plans can be expected to have been determined, and growing confidence in the town centre can help capture some of the benefits of this major capital investment

Case study

**Great Yarmouth Borough Council & Great Yarmouth Preservation Trust**

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

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

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

Key stakeholders in this phase include:

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

The ‘early win’ projects include:

a. Strengthening the Heart of the Town
   a.1 New leisure anchor development:
      - Business case, site/design options, and feasibility study
      - Detailed design and planning
   a.2 Broader events programme:
      - Pilot programme of film events

b. Improving the Market and Market Place
   b.1 Better Market operations:
      - Better management of both markets
      - Better facilities for 6-day market
      - Better facilities for 2-day market
   b.2 Business support:
      - Shopfront improvement scheme
   b.3 Public realm investment:
      - Market Place & Church Square Design concept and funding bid

c. Transforming the Conge
   c.1 Business support:
      - Engagement & support package
   c.2 Mixed-use development:
      - Market Place & Church Square Design concept and development prospectus

d. Creating a Sense of Arrival at The Town Centre
   d.1 Public realm investment:
      - Redesign carriageway and improve pedestrian route

e. Unlocking the potential of Hall Quay
   e.1 New mixed-use development:
      - Planning and development brief

f. Linking it all together
   f.1 Public realm investment:
      - Signage and row improvement pilot
Phase 2 Plan

- Area for site search
- Planning and development brief
- Engagement & support package
- New mixed-use development
- Residential development frontage
- Non-residential development frontage
- New street landscaping
- Listed buildings
- Key walking routes
- Shopfront improvement scheme
- New 6-day market facilities
- New 2-day market facilities
- Larger flexible events area
- Market cross / landmark
- New Leisure-based Anchor
Phase 2: 2019-2020
The second phase of masterplan delivery focuses on the consolidation and completion of two major capital projects.

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

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

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

Key stakeholders in this phase include:

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

a. Strengthening the Heart of the Town Centre
   a.1 New leisure anchor development:
      • Construction and letting
      • Launch and operation
   a.2 Broader events programme:
      • Regular programme of film events
   a.3 Public realm investment:
      • Theatre Plain street improvement

b. Improving the Markets and Market Place
   b.1 Better Market operations:
      • Better facilities for 2-day market
   b.3 Public realm investment:
      • Market Place & Church Square Design concept and funding bid
      • Relandscaping of Market Place Phase 1-3
      • Relandscaping of Market Place Phase 2-3

c. Transforming the Conge
   c.1 Business support:
      • Engagement & support package
   c.2 New mixed-use development:
      • Stage 1 Detailed design & planning
      • Stage 1 Business transition & site assembly
   c.3 Public realm investment:
      • Realign carriageway
      • Phase 1 pavement relandscaping

e. Unlocking the potential of Hall Quay
   e.2 Public realm investment:
      • Relandscaping of Hall Quay

f. Linking it all together
   f.1 Public realm investment:
      • Signage and row improvement programme

New Leisure-based Anchor
Phase 3 Plan

- Planning and development brief
- New mixed-use development
- New street landscaping
- Tree planting area
- Listed buildings
- Key walking routes
- New highways design
- Residential development frontage
- Non-residential development frontage
- Shopfront improvement scheme
- New 6-day market facilities
- New 2-day market facilities
- Larger flexible events area
- Market cross / landmark
- New Leisure-based Anchor
- Refurbishment of north-west tower
Phase 3: 2021 - 2024
The first phase of masterplan delivery focuses on ‘early wins’ to build confidence in the town centre

This phase focuses on extending the expected success of the core projects completed in the Heart of the Town Centre and the Market Place, and linking them to the next phase of project delivery beyond the plan period of this project, including:

• Delivering development on The Conge
• Extending public realm investment to link to the Minster and Hall Quay
• Preparing for the next stage of delivery of The Conge and Hall Quay projects

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

Key stakeholders in this phase include:

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

a. Strengthening the Heart of the Town Centre
a.3 Public realm investment
• Regent Street street improvement

b. Improving the Markets and Market Place
b.3 Public realm investment:
• Relandscaping of Market Place Phase 3

c. Transforming the Conge
c.2 New mixed-use development:
• Stage 1 Construction and letting
• Stage 2 Preparation
c.3 Public realm investment:
• Realign carriageway
• Phase 1 pavement relandscaping
d. Creating a Sense of Arrival at The Town Centre
d.2 New mixed-use development:
• Design concept and development brief
• Stage 1 Detailed design and planning
e. Unlocking the potential of Hall Quay
e.2 Public realm investment:
• Relandscaping of Hall Quay

f. Linking it all together
f.1 Public realm investment:
• Signage and row improvement programme
5.2 Resourcing & Funding

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

Place marketing

**Actions:**
To integrate the town centre masterplan into marketing activities for economic development and investment in the town

**Outcomes:**
Potential delivery partners are aware of the Council’s masterplan and its commitment to delivering it.

Appointment of additional Council resources

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

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