

04 IMPLEMENTATION AND DELIVERY



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4.1 Introduction

The production of a masterplan should provide a vision for a place as well as an opportunity to explore the community's future aspirations. It must also be realistic in order to provide a robust and deliverable set of recommendations and plans.

Below is a comprehensive list of the key recommendations referred to so far in the report. These are supplemented with indicative phasing information and suggestions for funding.

4.2 Implementation

This section draws together those key recommendations from the masterplan that form the main actions needed for its implementation. It is presented in the form of a chart (Fig 4.1) illustrating the timing of these actions.

Certain actions provide the foundation for delivery of the rest of the masterplan:

- The Hunstanton visitor survey underpins the development of a higher quality offer across the year and the development of marketing to target the appropriate groups of visitors
- The car parking survey and vehicle / pedestrian movement strategy are crucial to 'getting it right' for the development or redevelopment of proposals for most of the opportunity sites

Certain actions in specific sites are dependent on the successful completion of others. Some particularly important examples are:

- Comprehensive redevelopment of the St Edmund's Terrace / Westgate site in Opportunity Site B is dependent upon relocating the bus station which is in turn dependent upon the identification of alternative drop and pick-up points and long-stay bus layover locations
- The potential for development of South Promenade car park, Southend Road / Le Strange Terrace frontage and the improvement of Beach Terrace Road are dependent upon the movement strategy, car parking and coach

parking strategy

- Development in Opportunity Sites C, D and E and the enhancement of the Promenade (Site G) would benefit from a design concept for the Southern Seafront

Other actions represent 'quick wins', for example:

- Rationalisation of existing car parks to increase the number of spaces available
- Improved signage to car parks to encourage tourist traffic to follow particular routes
- Supporting the proposal for a youth facility at the Town Hall
- Smaller scale public realm improvements

figure 4.1 phasing and implementation plan

HUNSTANTON TOWN CENTRE AND SOUTHERN SEAFRONT MASTERPLAN 2008 IMPLEMENTATION PLAN

Phasing	2008/9	Short term: 2009/11	Medium term: 2011/14	Long term: 2014 onwards
Socio-economic Actions				
Design Hunstanton visitor survey & methodology				
Carry out visitor survey				
Develop marketing strategies to exploit core offer & develop Hunstanton brands				
Investigate express bus service to/from King's Lynn				
Trial express bus service				
Actions on Movement Strategy				
Car parking survey				
Town Centre parking & pricing policy				
Civil parking enforcement/on-street parking measures				
Review on-street parking strategy				
Vehicle/ped. movement study: Le Strange Tce, Beach Tce, Southend Rd				
Investigate feasibility of seasonal park & ride				
Implement seasonal park & ride if feasible				
Investigate options for year-round park & ride				
Rationalise parking spaces: Southend/Beach Tce.				
Rationalise parking spaces: Seagate				
Improve signage to parking				
Identify bus/coach drop/pick-up points				
Construct bus stops/layover + passenger provision				
Investigate requirements for coach parking & capacity for car parking at Cliff Car Park				
Works to enable coach/long stay parking if feasible				
Signage to coach/long stay parking				
Improve signage for pedestrians				
Opportunity Sites				
A: Develop proposals for watersports offer with Sailing Club				
A: Work with Pier owners towards improved offer for spectators				
A: Improved facilities for competitors, spectators & visitors				
A: Investigate appropriate cultural & entertainment activities/events for The Green				
A: Develop improved festival / events offer and add to event marketing				
B: Support proposal for youth facility at Town Hall				
B: Brief for key site at St Edmund's Tce / Westgate				

Phasing	2008/9	Short term: 2009/11	Medium term: 2011/14	Long term: 2014 onwards
B: Redevelopment of Old Garage site				
B: Develop options for St Edmund's Tce / Westgate site				
B: Redevelopment of site inc. town square/pedestrian priority				
B: Improved Princess Theatre access				
B: Shop front design guide				
B: Consider reinstating shop front improvement grants				
C: Design guidance for Southern seafont				
C: Oasis café completed				
C: Oasis decked area and expansion completed				
C: Brief for development of South Promenade car park				
C: Consider seafont location for TIC				
C: Development of former South Promenade car park				
C: Brief for Southend Rd / Le Strange Tce frontage				
C: Development of Southend Rd / Le Strange Tce frontage				
C: Beach Tce Rd: landscaping, pedestrian priority, highway design, public realm				
C: Investigate types, viability, location of market(s) and develop options				
C: Implement strategy for viable market(s)				
D: Proposals for redevelopment of Kit Kat site				
D: Completion of scheme for Kit Kat site				
D: Consider potential for development. of landmark building/education/visitor facility				
D: Investigation of feasibility of / potential for marine lake				
E: Develop 'Gateway' concept				
E: Concept for development of Southend Rd frontage site opposite Tesco				
E: Development of Southend Road frontage site				
F: Seagate car park: landscaping, pedestrian route				
F: Consider alternative recreational uses of Seagate/South Beach Rd site				
G: Consultation and design plan for the promenade				
G: Concept and funding strategy for promenade				
G: Implementation of plans for promenade				
G: Seafont kiosk design guide				
Consultation Strategy				
Presentation / drop-in on masterplan				
Develop communication strategy Implement communication strategy				

4.3 Funding

General note on funding capital projects

Funding the implementation of the masterplan is clearly the single biggest barrier to successful delivery and the desired physical and socio-economic transformation. Clearly there needs to be realistic, iterative and responsive approach to funding which looks to generate maximum value from the development process, whilst also seeking additional funding from private and public sector partners. Figure B.2 in appendix B provides information on the different land ownerships in the town centre, noting which land is Council owned (and the leasehold status) and which is in private ownership.

Development Partnerships

Funding the physical interventions identified in the masterplan will need to come predominantly from the development partnerships with private developers. It is envisaged that development partnerships will lead to capital receipts for the Borough Council which can then be used to pay for improvements to the public realm and the bus station.

Planning Obligations

Planning Obligations are also recognised as a funding mechanism and these will be negotiated within the context of relevant local planning policy and guidance from National Government. A list of priorities should be identified by the Borough Council to which planning obligations might be used to help fund development.

King's Lynn and West Norfolk Borough Council as a Source of Funding

The Borough Council is recognised as a potential funding source and a sum of £350,000 over 3 years has been agreed for the Borough Council's capital programme of spending to help deliver the masterplan.

Other Sources

A key challenge in delivering both the masterplan and complementary interventions will be accessing funding. Hunstanton's size and demographic characteristics tend to mean that the town will rarely be considered a priority for major funding sources; despite this, it is important that partners monitor funding sources.

In delivering the interventions set out in the masterplan, the focus must be on developing a logical chain of interventions and activity that will generate revenue for the delivery of subsequent projects and interventions. Realistically funding will need to come from the development of the town itself (i.e. through increased asset values, rate returns (as businesses grow) and contributions from the private sector). Ensuring the right partnership activity and initial interventions in the short term will ensure success and sustainability in the long term.

Funding considerations for each of the opportunity sites are outlined below:

Opportunity Site A

As identified in section 3.3 it is envisaged that the majority of capital funding will come forward through the sailing club's bid to Sport England. This should therefore be encouraged and supported as a priority.

Improvements to the pier should be discussed with the owners in order to gauge the level of commitment to make improvements. Further funding sources should also be identified if private funding from the owners is not forthcoming. With this in mind, the local authority may wish to commission (perhaps jointly with the pier owners) an initial Economic Impact Assessment and Appraisal of the pier improvements to make a case for funding.

Opportunity Site B

The Old Garage site is in private ownership which means that private funding will predominantly be expected to finance any redevelopment including any multi-storey car parking.

It is recommended that potential improvements to the bus station are funded by development partnerships with private developers. Other sources of funding will also need to be identified.

Development partnerships should provide capital receipts which can be used to fund potential public realm and junction improvements linked to site B.

The Prince's Trust provides support for the setting up of 'Youth Cafes' which provide revenue generating functions as well as youth facilities. They have links with Lottery funds and assist the bidding process, although match funding is often required for these types of facilities.

Opportunity Site C

Redevelopment of opportunity site C should be paid for by private development and development partnerships. A development partnership involving the South Promenade car park will provide capital receipts for the Borough Council which could be used to pay for other projects including public realm improvements.

There is no specific funding for markets per se, although other authorities have made the case for markets playing a role in enterprise development (this may be difficult in a town of Hunstanton's size). As such a market delivery partner should be sought to take any market forward. Clearly this would involve sacrificing a percentage of revenue but should ensure a better product for Hunstanton.

Opportunity Site D

Redevelopment of the kit-kat club site will be delivered through private investment and a proposal is currently being developed. Any visitor centre must be subject to rigorous testing of demand and financial viability and a business plan prepared.

Opportunity Site E

Opportunity site E should be redeveloped through development partnerships. This will make the site available to be redeveloped privately with the Council able to retain the value through capital receipts which could be used to part-fund public sector development in other parts of the town centre.

Opportunity Site F

Landscaping should be undertaken as part of the Planning obligations. Any longer term recreational uses of this site are likely to rely on substantial public funding.

Opportunity Site G

Improvements to the promenade are likely to need public sector funds from capital receipts from through development partnerships. The Council might consider offering grants to potential kiosk owners, similar to shop front improvements, to enhance the appearance of kiosks.

4.4 Importance of Communication and Involvement

One of the features of the masterplan development process was the positive involvement of the local community in developing the interventions and actions outlined here. It is important that the momentum created is not lost and remains a positive force for the transformation of Hunstanton. As the masterplan is delivered it is important that, where appropriate, the community and local stakeholders are involved in the process. In doing this it is important that partners also maintain the overarching principles of the masterplan, in some cases manage expectations of the community.