



A VISION FOR HOLT

Final Report

January 2012

**Allies and Morrison
Urban Practitioners**

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Welcome

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1. Introduction

Allies and Morrison Urban Practitioners was commissioned by the Holt Vision Board to prepare a Vision for Holt. This presents a valuable opportunity to consider Holt's many strengths and the areas in which it can improve, and to set out a strategy that can help to ensure the long term economic, social and environmental health of the town.

Allies and Morrison Urban Practitioners is leading a project team including SKM Colin Buchanan transport consultants and Urban Delivery economic development and implementation specialists on the project, to ensure that the Vision for Holt is approached from a multi-disciplinary perspective and can take account of all the important issues which are likely to impact on the town in the future.

The Holt Vision Board, overseeing the development of the project, comprises a number of local groups including:

- Holt Town Council;
- Holt Area Partnership;
- Holt Chamber of Trade;
- Holt Youth Project;
- Holt Society;

- Gresham's School;
- North Norfolk Community Partnership;
- North Norfolk District Council; and
- Norfolk County Council.

Purpose of the project

The key purpose of the project is to produce a visioning study for the development of key community, economic and environmental improvements for Holt and its hinterland for the next 3-5 years, that ultimately will have sustainable long term benefits and future activities that are stimulated and achieve impacts over the next 25 years.

The study is designed to identify projects that work to the benefit of and can be supported by the community and the public and private sectors in the town. This could be through improvements to the built environment and public realm; through better use of public assets; or through identifying opportunities for business support and community initiatives.

The brief sets out a number of specific fields for the visioning study to cover, with key priorities. These included:

Heritage, conservation and urban issues

- Traffic / infrastructure
- Public realm and civic spaces
- Gateways into the town

Community and wider economic issues

- Local transport services
- Lifelong learning initiatives
- Method and funding

Area for the Vision

The Vision for Holt has considered the town's context and its relationships with the surrounding area in terms of its employment role, visitor appeal and transport provision.

The Vision is supported by themed strategies which cover the whole of Holt town, and take account of new site designations for housing and employment spaces.

Lastly, more detailed plans have been developed to help transform Holt's public realm so it is befitting of a town of Holt's character and appeal. These plans are far more focused within Holt's town centre.



Holt's strategic location in North Norfolk

1. Introduction continued

Project programme

The Vision for Holt project was launched during autumn 2011 and followed the programme set out below:

September 2011

Project inception
Stakeholder interviews
Public consultation market stall

October 2011

Transport and traffic analysis
Urban design analysis
Socio-economic analysis

November 2011

Emerging priorities development
Key stakeholders workshop
Draft Vision for Holt report preparation
Holt Vision Board review

December 2011

Draft vision public exhibition preparation
Public consultation - 1 week

January 2012

Final Vision for Holt report development
Holt Vision Board review
Final Vision for Holt presentation

Report structure

The draft Vision for Holt has been developed following a period of comprehensive research and analysis and public consultation. The report is set out according to the following structure:

Chapter 1 introduces the project and provides the context for Holt and the Vision.

Chapter 2 sets out the overall vision and approach to the Vision for Holt, which has been informed by the research and analysis.

Chapter 3 sets out the themed strategies which have been developed in line with the vision and approach and provide greater detail for specific initiatives within the following themes:

Chapter 4 sets out proposals for an attractive physical environment;

Chapter 5 sets out proposals for a well connected place;

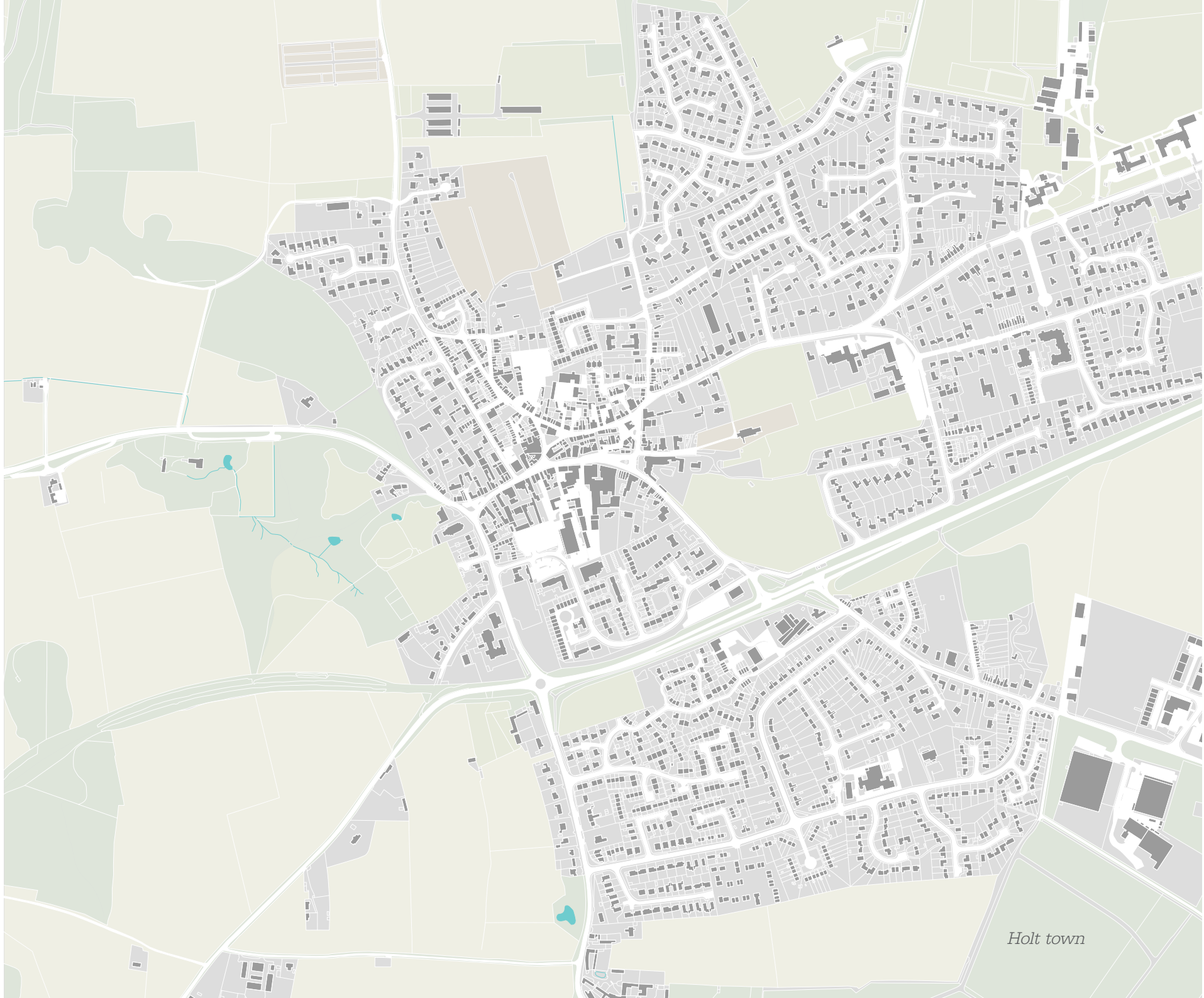
Chapter 6 sets out proposals for a flourishing shopping and visitor centre;

Chapter 7 sets out proposals for a strong economy and thriving community;

Chapter 8 sets out more detailed proposals to enhance Holt's public realm at three key public spaces in the town centre:

- a civic and events space;
- a convivial public square; and
- a new market square.

Chapter 9 sets out a framework for delivering the Vision for Holt, with information on funding, phasing and delivery partners.



Holt town

1. Introduction continued

Introducing Holt

Holt is a small market town in North Norfolk, close to the coast approximately 40 minutes drive from Norwich. The population is approximately 3,600 and Holt is the fifth largest town in North Norfolk. There is a Country Park to the south of the town and the “Poppy Line” Railway runs from Holt station to Sheringham.

Holt sits within the context of the North Norfolk Area of Outstanding Natural Beauty, and the rural Glaven Valley Conservation Area. Holt was largely developed in the Georgian era, following a fire in 1708, and is characterised by a tight-knit network of lanes and alleyways. Much of Holt is covered by a Conservation Area. There are a variety of unusual and specialised independent shops in the town centre. The Market Place is the hub of the community, and the network of streets fan out from this central space.

Holt performs a strong employment role, providing retail, light industrial, education and service jobs. Gresham School is a major employer. It was established in 1555, and is therefore a key part of Holt’s identity.

Policy context

Holt is identified as a Principal Settlement in the North Norfolk Core Strategy (2008), also serving Cromer and Sheringham which perform as a cluster. The North Norfolk Core Strategy identifies the following long term vision for Holt:

“Holt will thrive as a visitor destination based on its reputation as a “niche” retail centre. The town’s strategic location will be attractive to employers wishing to establish or expand on new serviced employment sites, meeting the employment needs of a wide catchment, including the towns of Cromer and Sheringham and a large part of the AONB. Additional housing will have been provided to help meet the needs of local people without compromising the setting of the town within the Glaven Valley Conservation Area and AONB.”

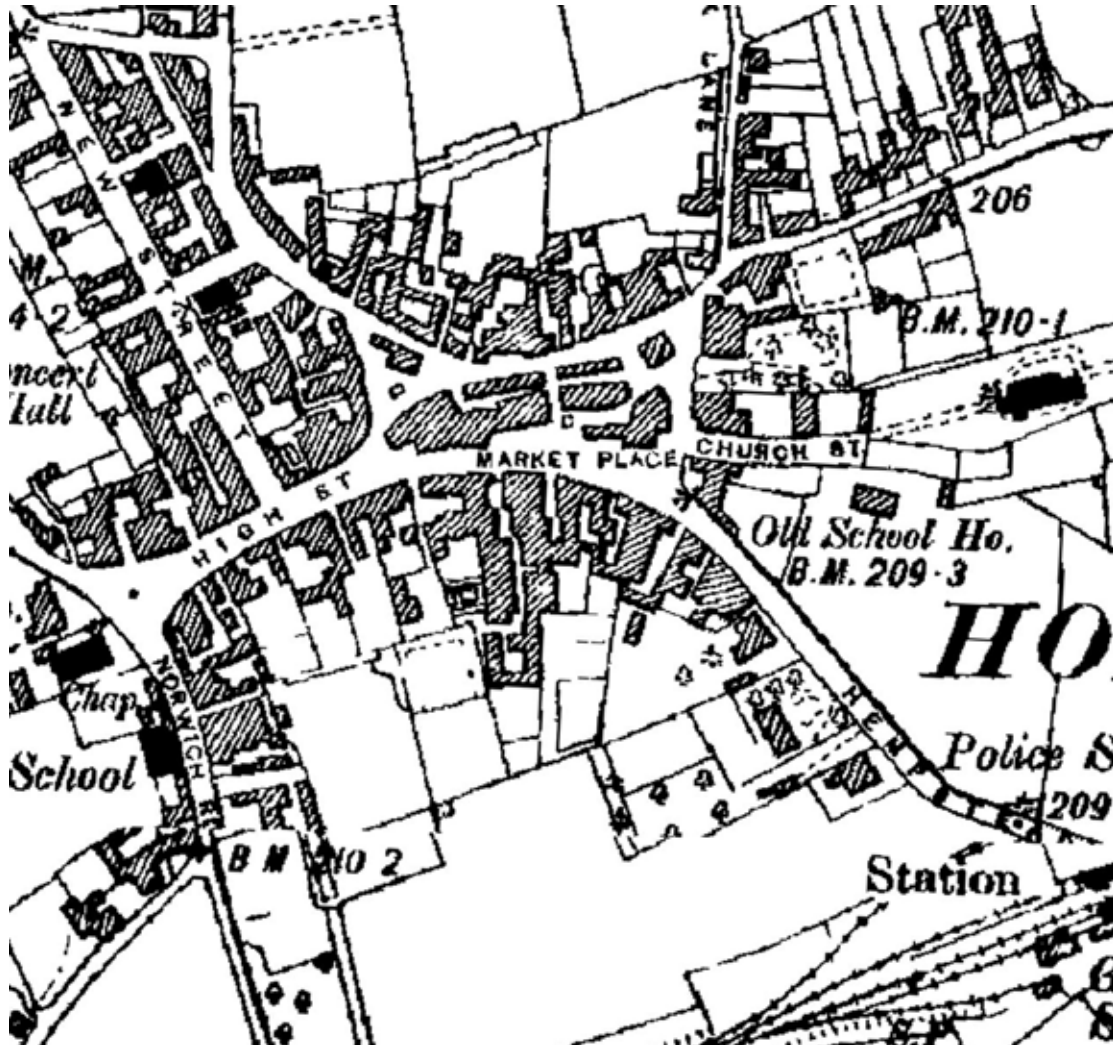
North Norfolk’s Site Allocations document envisages between 250 and 300 new homes developed on two sites on the edge of Holt (H09 and H01), which should be well integrated with the existing built up area and minimise the impact on the surrounding countryside.

Holt has also been identified as the most suitable location for employment development within the cluster of towns in North Norfolk.

The Site Allocations document also seeks to provide a new car park at Thornage Road to the south-west of the town centre, to increase pavement widths in the town centre and alleviate congestion problems arising from those seeking to park in the town centre.

A number of important local documents have been developed for Holt to help guide future development and initiatives in the town, including:

- Holt Conservation Area Appraisal (2010);
- OCSI Deprivation in Rural Norfolk report (2006);
- Holt Society’s First Impressions Count; and
- North Norfolk Design Guide SPD (2008).



Historic Holt



Market Place circa 1907

1. Introduction continued





1. Introduction continued

Key messages from the project baseline analysis

A detailed baseline analysis and consultation programme was developed as part of the project for A Vision for Holt, which included:

- Detailed urban design analysis;
- Traffic, transport and movement analysis;
- Socio-economic research and analysis;
- Key stakeholder interviews; and
- A public market stall

This information has informed the town-wide and central public realm proposals, in order to ensure that the proposals help to address specific issues, capitalise on the opportunities in the town and meet the needs of local stakeholders and community members.

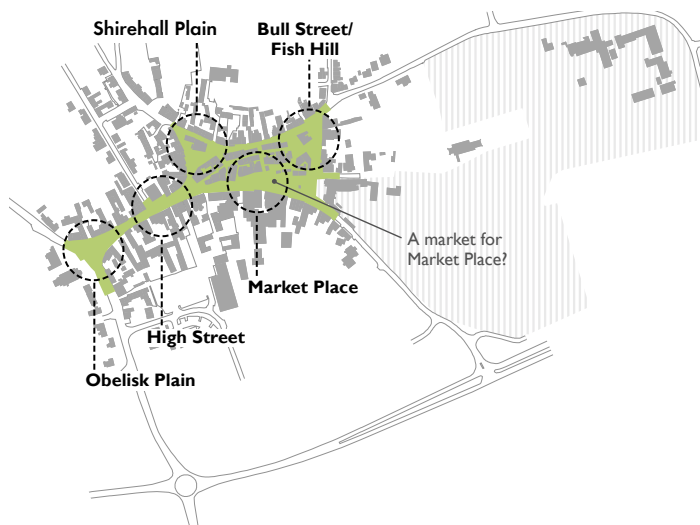
A summary of the key messages arising from the baseline analysis is provided here. The detailed baseline analysis reports are available separately.

Strengths

- A strong independent retail offer: local businesses and retailers who provide local produce and low rates of retail vacancy.
- Good employment opportunities provided by the range of shops, services, light industrial and educational facilities in the town and at nearby Holt Hall.
- Attractive character: human scale and Georgian townscape, lanes and alleys are distinctive, providing a strong sense of place.
- Compact and easily accessible: the wrap-around nature of the High Street provides a very accessible town centre, with a greater number of shops within easy reach, supporting the independent retailers.
- Exceptional landscape quality: The surrounding Norfolk Coast AONB and Conservation Area provide a beautiful setting for the town, with easy access to the coast.
- A strong social infrastructure network, with exceptional organisations such as the Holt Youth Project.
- Innovative businesses in the town centre.
- The proximity to the off-shore wind energy cluster of The Sheringham Shoal, which provides training and employment opportunities.

Weaknesses

- Deprivation: The 2004 Index of Multiple Deprivation indicates that Holt falls within the 10% most deprived areas in the country. The southern part of Holt has particularly high levels of skills deprivation (within the 5% most deprived areas).
- High demand for town centre car parking results in some traffic congestion.
- Poor public transport links, infrequent bus services, particularly from the surrounding villages and outside the working day.
- Limited cycle lanes and parking facilities.
- No rail links to Norwich or Kings Lynn.
- A narrow industry base, which is dominated by retail, leisure and tourism services.
- A poor skills base amongst local residents.
- High housing prices, which force younger residents to leave the town.
- A physical environment which does not match the quality of the attractive historic buildings
- A lack of public spaces in the town centre and a 'squeezed' pedestrian environment in places.
- The by-pass, which dissects the majority of the town's residential population from the core service centre.



Opportunities

- Community infrastructure, including Holt Town Council, Holt Area Partnership, Holt Society, Holt Youth Project, the Community Centre and Gresham's. These are an excellent resource base for providing services, engaging people, applying for funding and delivering projects.
- New parking planned for the south-west of the town centre is an opportunity to reduce the pressure on town centre parking, and relieve congestion.
- New allocated mixed use development (HO9) provides the opportunity to strengthen the economic base of the town centre, and lever improvements to the local infrastructure and environment.
- Holt's strategic location and space at Holt Hall, provides the opportunity to promote the town as a destination, enhancing the visitor offer and encouraging new businesses.
- Space exists which can accommodate and support meaningful public space in the town centre, without causing disruption.
- Holt's heritage, which can be coordinated and celebrated for residents and visitors.
- Quality of Life offer and image: the profile of the town is above and beyond many towns



of similar size and gives potential to attract high quality investment and jobs.

Threats

- Social infrastructure demands: New housing and employment development needs to be accompanied by appropriate provision for schools, health care and community provision. Secondary school provision is a particular issue.
- Congestion and lack of parking which potentially drives away trade and dominates the public realm.
- The increasing popularity of the town as a retail centre, which is attracting national retailers and in turn pushing up the rental rates and threatening independent retailers in the town.
- The current lack of industries present in the town which are predicted to grow in coming years - business and financial services, creative industries, green technologies and skilled manufacturing.
- Delay to the development of additional public parking in the town which hinders economic opportunities.
- High commercial rents on the high street, which threaten independent retailers.



2. Overall vision and approach

Holt - A unique place

It is clear from the character and environment in Holt that it is a very special place. The town has a coherent and attractive historic environment and a wide range of independent shops which immediately distinguish it from the typical British town.

Gresham's School gives Holt a national reputation and provides it with a very particular offer that is only present in a handful of places across the country and the proximity of the beautiful Norfolk coast provides added appeal for the town as a place to live, work and visit. In essence, Holt is the antithesis of a 'clone town' - the fate that many British towns have suffered in recent years, and which has been publicly lamented and the subject of a number of high profile studies.

This strong independent character does mean that the affordable convenience shopping and general employment opportunities present in typical British towns are not present to the same degree in Holt, and the vision for the town aims to help address these issues.

However, Holt's uniqueness is to be celebrated. It is blessed with characteristics that many British towns can only dream of and the Vision for Holt sets out a means of preserving this uniqueness, whilst embracing new opportunities to improve the town.

We have therefore set the overall Vision for Holt as:

Holt will strengthen its reputation as a unique centre for retail, leisure and education. The town will establish itself as a national innovation centre for environmental technologies and provide new employment opportunities. It will maintain its status as a centre for independent shops and broaden its retail offer to its residents. This will be supported by an attractive town centre that celebrates Holt's distinctive character, charm and built heritage. Improved public spaces will support civic, commercial and cultural activities in the town.



A sensitive approach

In order to deliver this Vision for Holt in a way which is sensitive to the town's community, environment and economy, we have established a number of guiding principles, which are set out below and relate to the themes of the strategy

An attractive physical environment

- Preserve Holt's unique character and ensure that public realm changes do not alter this
- Adopt a minimum intervention for maximum benefit approach, to create sensitive and deliverable projects
- Focus investment in the public realm in key areas rather than spreading this throughout the town
- Establish public spaces in Holt town centre, which can help the town to deliver the civic, commercial and cultural activities that all towns need in order to support public life.

A well connected place

- Preserve short term on-street parking in the town centre wherever possible, to retain the fragile equilibrium between traffic movement and the retail health of the town
- Encourage opportunities for additional long term parking on the edge of the town
- Improve links within the town centre so that people can walk and cycle around the town
- Improve transport links beyond the town, to maximise employment and leisure opportunities

A flourishing shopping and visitor centre

- Support the town's independent retailers and prevent the homogenization of the town centre
- Help the town to meet the requirements of all its residents, so people are not forced to travel elsewhere for everyday needs.
- Explore opportunities to meet the demand for additional retail in the town centre
- Help the town's retailers to innovate to ensure the future health of the retail offer.

A strong economy and thriving community

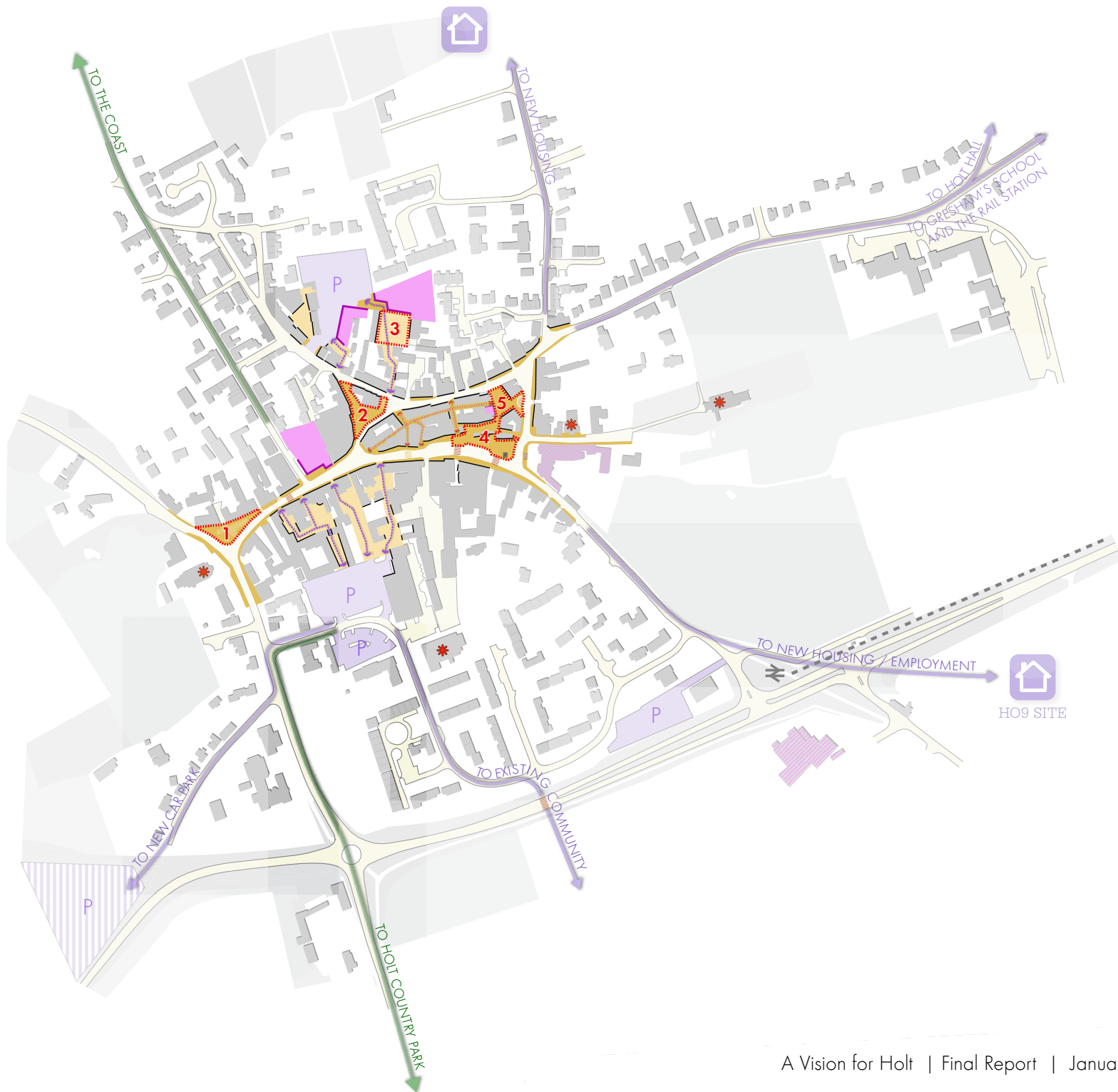
- Establish Holt as a centre of innovation in new environmental and energy technologies
- Identify an economic development strategy that can help to encourage the growth of new employment sectors in the town
- Develop clear strategic roles for the identified new employment space in the town
- Use the strong community network within the town to support education, training and activities for the local population
- Ensure that young people can stay in the local area and find suitable work
- Ensure that Holt can meet the community needs of all age groups in the town

2. Overall vision and approach continued

The plan to the right sets out a summary of the spatial proposals for each of the themes covered in the Vision for Holt. These include recommendations for:

- Improving pedestrian linkages to the town centre from existing and proposed surrounding residential neighbourhoods;
- Improving strategic connections to important leisure and employment locations such as Holt Country Park, the HO9 designated LDF site and Holt Hall;
- Improving the pedestrian movement network within the town centre through the introduction of new informal crossings;
- Establishing new public spaces in the town centre at Market Place, Shirehall Plain and Fish Hill/Star Plain;
- Improving access from car parks into the town centre;
- Promoting a strong link to and from the Thornage Road car park;
- Replacing buildings of lower quality in the High Street and at Star Plain in the longer term;
- Refurbishing buildings which may come forward for alternative uses, such as the Gresham's building and the Thaxters site;
- Improving the gateway and arrival points in the town centre; and
- Raising the profile of the civic buildings in the town centre.





3. Themed strategies

Introduction

This chapter sets out the more detailed themed strategies that underpin the Vision for Holt and provide a means of achieving this. As with the over-arching principles and approach, they have been divided according to the roles and areas of activity that the town supports. These are:

- an attractive physical environment;
- a well connected place;
- a flourishing shopping and visitor centre; and
- a strong economy and thriving community.

For each of these themes, the key principles are again set out at the start of the section, and a more detailed strategy outlined regarding the general objectives and approach and the individual initiatives and projects that will help to deliver this. For each section, a thematic plan is provided, which identifies the areas of intervention and sites and spaces for improvement.



Chapel Yard shops

4. An attractive physical environment

Key principles

- *Preserve Holt's unique character and ensure that public realm changes do not alter this*
- *Adopt a minimum intervention for maximum benefit approach, to create sensitive and deliverable projects*
- *Focus investment in the public realm in key areas rather than spreading this throughout the town*
- *Establish public spaces in Holt town centre, which can help the town to deliver the civic, commercial and cultural activities that all towns need in order to support public life*

Holt's physical environment is one of its greatest assets; the town's Georgian built fabric has a wonderful coherence resulting from the focused redevelopment of the town following The Great Fire in 1708. It is this distinctive character which has helped the town to flourish in recent years as a centre for independent and unique retailers and which appeals to so many visitors to the area.

However, Holt's public realm does not match the quality of the buildings and the businesses in the town centre and significant improvements can be made here in order to establish a physical environment which is in-keeping with the town's character.

A number of key interventions have been identified in order to transform Holt's public realm, and these have been developed according to the key principles for the Vision, so that they respect the town's existing character and can be delivered.

These are set out over the following pages.

1. *Establishing spaces for the three Cs - supporting the civic, cultural and commercial activities of the town*

Overall, Holt benefits from an organic public realm comprising lokes, alleys and yards which help to create a well connected, human scale and intimate environment for shoppers and visitors. However, the town does not have clear public spaces where residents can sit and eat lunch in the summer months, where visitors can take in the view and where the community can come together for events.

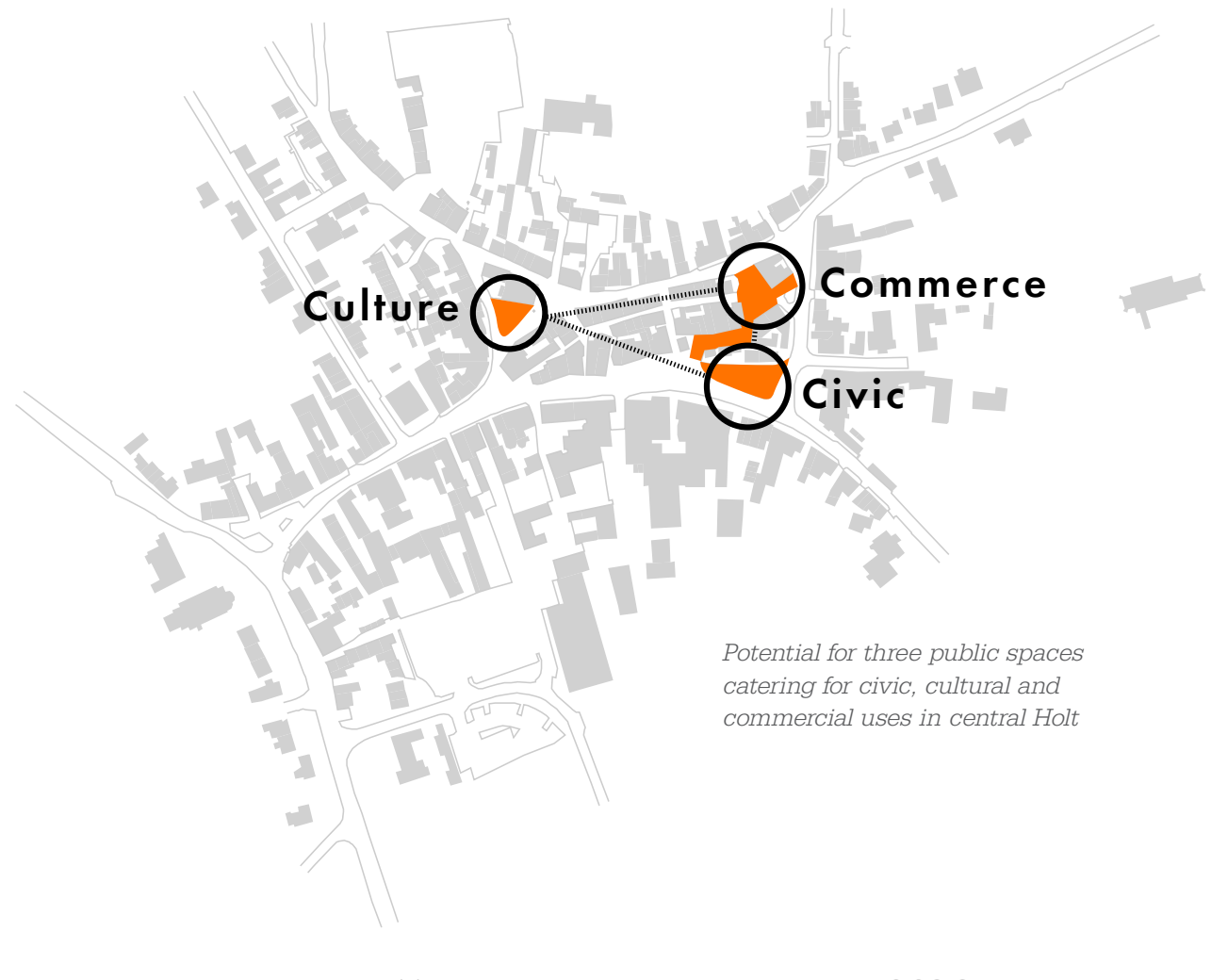
Any town or city should support the 'public life' of its community in order to function successfully. 'Public life' can be broadly categorised as the civic activities relating to the town's operation and the community's democratic involvement in this; the commercial activities which provide the everyday backdrop to towns and cities and which in most towns traditionally took the form of a market square; and the cultural and leisure activities which have become increasingly important in recent years and provide a town with its vibrancy and appeal.

4. An attractive physical environment continued

Although Holt does not currently have these spaces, enormous potential exists to create a space each for civic, cultural and commercial activities without having to remove buildings or undertake complex highways work.

The plan to the right identifies the spaces identified for each of these functions and indicates their proximity and potential relationship with one another. A new civic space is created at the War Memorial, by connecting this central space to the northern edge of Market Place; a new market square with a market is created at Fish Hill and Star Plain, which can support a rotating market and connect this space through to Market Place; and a new cultural/leisure square is created at Shirehall Plain. The link between the cultural and leisure activities at Shirehall Plain and a market with commercial activity at Star Plain can raise the profile of Bull Street as a link and perhaps draw more businesses into the core retail area.

These proposals are set out in detail in the Transforming Holt's Public Realm chapter.



2. *First impressions: drawing on Holt's civic and ceremonial anchors*

The arrival point for any town is incredibly important as it provides visitors with their first impressions of a place. In many town centres, it is possible to identify both outer gateways and inner gateways, and Holt conforms to this pattern, with the Station Road/A148 junction and Norwich Road/A148 roundabout providing the key outer gateways and both Obelisk Plain and the War Memorial junctions providing inner gateways.

The outer gateways are addressed in the section on *A Well Connected Place*, and here we focus on the inner gateways. These are highlighted to the right, with the key approaches and the spaces for improvement at Obelisk Plain and the War Memorial.



The two 'inner-gateways' in Holt, at Obelisk Plain and the War Memorial, which could be improved

4. An attractive physical environment continued

Holt has the raw ingredients for incredibly strong inner gateways, being anchored at each end of the town by the civic and ceremonial uses of the Methodist Church and the obelisk at the western end of the centre and St Andrew the Apostle Church and War Memorial at the eastern end of the centre. We propose enhancing both of these key spaces to improve first impressions, and also propose raising the profile of the churches in these locations and their relationship with these spaces and the town in general.

Obelisk Plain has the potential to be a far stronger gateway for the town than currently provided. The Obelisk itself has been repainted and it is located close to an attractive historic street lamp and finger-post directions sign. However, the landscaping of the site is currently of a low quality and the adjacent car parking is poorly laid out. It should be possible to improve this space without the need to remove car parking spaces.

The proposals for improving the space around the War Memorial are covered in detail in chapter 8.



Holt's inner-gateways have strong spatial connections with the civic and ceremonial anchors of Holt's two central churches

3. *Creating an attractive and continuous network*

Holt benefits from a distinctive 'wrap around' High Street, in which Bull Street runs parallel with Market Place, reducing the distances between shops and improving the connectivity within the town centre.

The lokes and alleyways in this section of the town centre are complemented by the pedestrian connections linking the High Street and Market Place with Budgens, Chapel Yard, Apple Yard and Lees Yard. The quality of these lokes and alleyways, however, is not consistent, with the lanes between Market Place and Bull Street being particularly poor.

The retail success of the town has meant that these traditional backland areas are becoming the focus of greater activity, with shops now opening onto these passageways. By improving these spaces, a more attractive and continuous network of pedestrian routes can be created in the town centre.



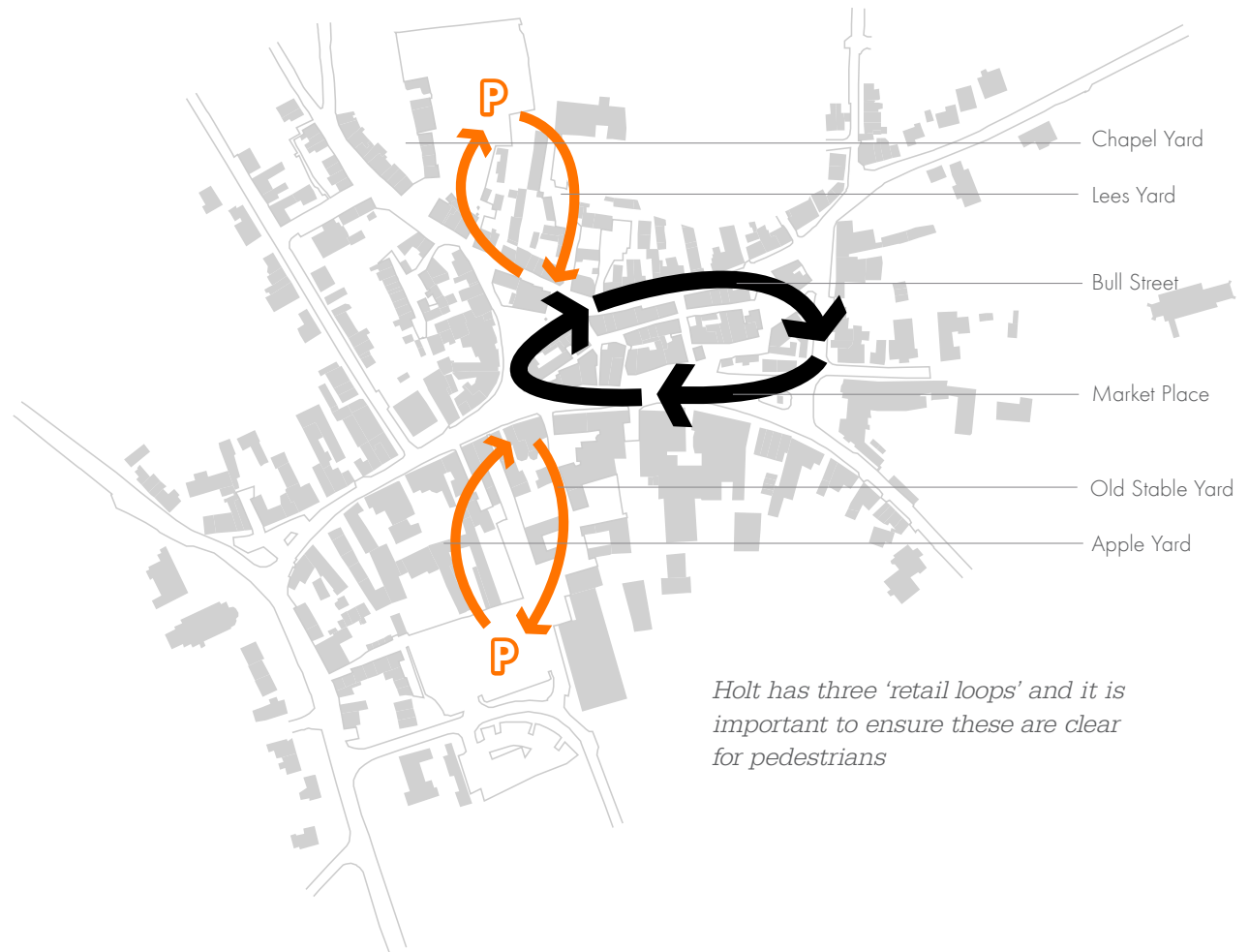
4. An attractive physical environment continued

4. *Enhancing Holt's three retail loops*

Although first appearances indicate that Holt's pedestrian movement network is organic and highly permeable, closer inspection indicates that the town centre could actually consist of three connecting retail loops - an incredibly effective spatial layout for a retail centre.

The plan to the right highlights the core retail loop that exists at Market Place and Bull Street and the potential for secondary retail loops that connect this central area to the town's main car parks. One of these connecting through Apple Yard and Old Stable Yard, and the other connecting through Lees Yard and Chapel Yard.

Strengthening these links will not only improve the physical environment in the town centre but can psychologically extend the core primary retail area by increasing accessibility and raising the profile of these areas in the town centre, thereby reducing pressure on rental rates in the most central locations.



5. *Ensuring that all shop fronts contribute to the local character*

Holt town centre has a clear and consistent colour palette resulting from the coherent built environment and the development of quality retail establishments which have drawn on this built heritage for inspiration for signage and shop frontages.

However, shop fronts do exist in the town centre which do not coordinate well with the overall historic environment and which stand out all the more as a result of the high quality of the vast majority of shop fronts in the town. The shop fronts in question belong to both national and independent retailers and it is therefore important for our strategy to cover both of these.

Holt can establish agreed heritage design guidelines for shop fronts that ensure that national retailers adjust logos accordingly and that independent retailers coordinate with a particular palette and design code. This can reference relevant documents such as *First Impressions*.



Top: positive examples of shop fronts in Holt; Bottom: weaker examples of shop fronts

4. An attractive physical environment continued

6. *Ensuring that new developments are sensitive to the historic environment*

Holt Society has produced a number of valuable publications on the character of Holt in order to ensure that new development in the area is respectful of the town's character.

The sensitive historic nature of the town has meant that a number of recent developments in the town have echoed historic building styles in what is termed 'pastiche' architecture. However, the lack of attention to detail and the building materials used on some of these developments mean that the new buildings are poor copies of the originals rather than careful reproductions, and this approach inadvertently devalues the quality of the existing fabric, having a doubly negative impact.

It is important that the design guidelines and urban character reference books both inform new development design and are then used to assess designs in the planning process. This need not mean that new buildings are traditional in style, but instead echo the key characteristics of the area that



↑ *Historically, flint was used on the side of buildings, with the more expensive material of brick showcased on the front. Many modern buildings referencing this material, including Barclays Bank, above, reverse this and use accents on the front of buildings.*

← *Many of the historic buildings in Holt's yards have informal planting such as hollyhocks to soften the boundary of the building and the ground. Modern buildings in the traditional style in the town have not followed this pattern and the courtyards feel much 'harder' and more urban as a result. This is a subtle but key detail.*

make Holt unique, as has been successfully demonstrated in Dutch development of recent years. It would be useful to establish a design review panel to help ensure this can happen.

7. *Sensitively replacing and refurbishing key buildings in the town centre*

Despite Holt's overall attractive physical environment, opportunity exists in the town to sensitively replace buildings which do not contribute positively to the local character and to refurbish buildings as they become available for new uses in the town. These proposals would unfold in the longer term and are set out here as aspirations rather than immediate proposals.

Potential exists to improve the western end of the High Street by replacing in the longer term the buildings which currently house Barclays Bank and adjacent Starlings businesses. These buildings are of lower quality than others in the town and the small space in front of the Barclays Bank building is underused. This may enable improvements to the tight High Street/New Street junction. Potential also exists to sensitively replace the building fronting the western side of Star

Plain, to provides a greater sense of enclosure.

Future opportunity also exists at Gresham's pre-preparatory school building, which may become available for use in future if the School consolidates its activities at the main Gresham's site to the east of the town.

This is a very attractive building at the end of the viewing corridor provided by Market Place, and it is important that this remains in a civic or commercial function as the eastern anchor to the town.

Lastly, the tremendous pressure on commercial space in the town centre, as a result of the town's retail success, is creating an upward trend to rental prices and potentially squeezing independent retailers. One means of addressing this is by sensitively developing new retail space in the town centre to increase the supply here. We have identified potential to develop new retail units at Chapel Yard which form part of this characterful shopping area and can more effectively link this area with Lees Yard, to the east.

These suggestions are set out in the plan on the following page.



Historic image of the western end of the High Street



Current image of the western end of the High Street

4. An attractive physical environment continued

8. *Consider establishing an Historic Core Zone*

Like many towns and cities, Holt's public realm suffers from the clutter associated with signs regarding traffic and parking regulations and other information. It would be valuable to remove some of this clutter in order to more effectively reveal the character of the built fabric in the town.

This has been achieved effectively elsewhere through establishing an Historic Core Zone within the town centre. The photos on the opposite page demonstrate the impact of a Historic Core Zone in Shrewsbury.

It is not suggested that the materials used here be replicated in Holt, as the local vernacular supports the use of high quality tarmac to coordinate with the historic environment. However, applying a consistent and uncluttered palette to the town centre will help to draw out its beauty. This could include small scale initiatives such as the removal of the red accent bricks, identified in proposal number 7.

9. *Making small improvements now*

It is important for Holt to be able to make small and affordable improvements in the short term which can demonstrate the launch of the Vision for Holt and make an immediate impact on the town centre and in people's minds. We have identified a number of projects which would not require a long lead-in time in terms of planning or funding, and these include:

- Replacement of the red paving accents on Market Place and the High Street with plain pavers.
- Improvements to the Norwich Road/A148 roundabout.
- Removal of unnecessary signage and A boards in the town centre
- Removal of unnecessary street furniture in the town.



An opportunity to make small improvements now



a-c: The Historic Core Zone in Shrewsbury

d-e: Uncoordinated signage and paving in Holt town centre

4. An attractive physical environment continued

10. *Improving the profile and quality of Lees Yard*

Lees Yard connects Chapel Yard car park to Bull Street, and though it accommodates a number of shops and an art gallery, the space has a low profile, perhaps as a result of the semi-residential character of the area. Lees Yard itself forms an attractive square with an historic building running along the western side but the overall land area is currently poorly used. Notwithstanding overlooking issues to the north, relating to the adjacent bungalows at a lower ground level, this space could be used more efficiently and provide uses that would raise the profile of the square. A small number of creative businesses operate from the area and these uses could be further encouraged to support the diversification of Holt's industry base.

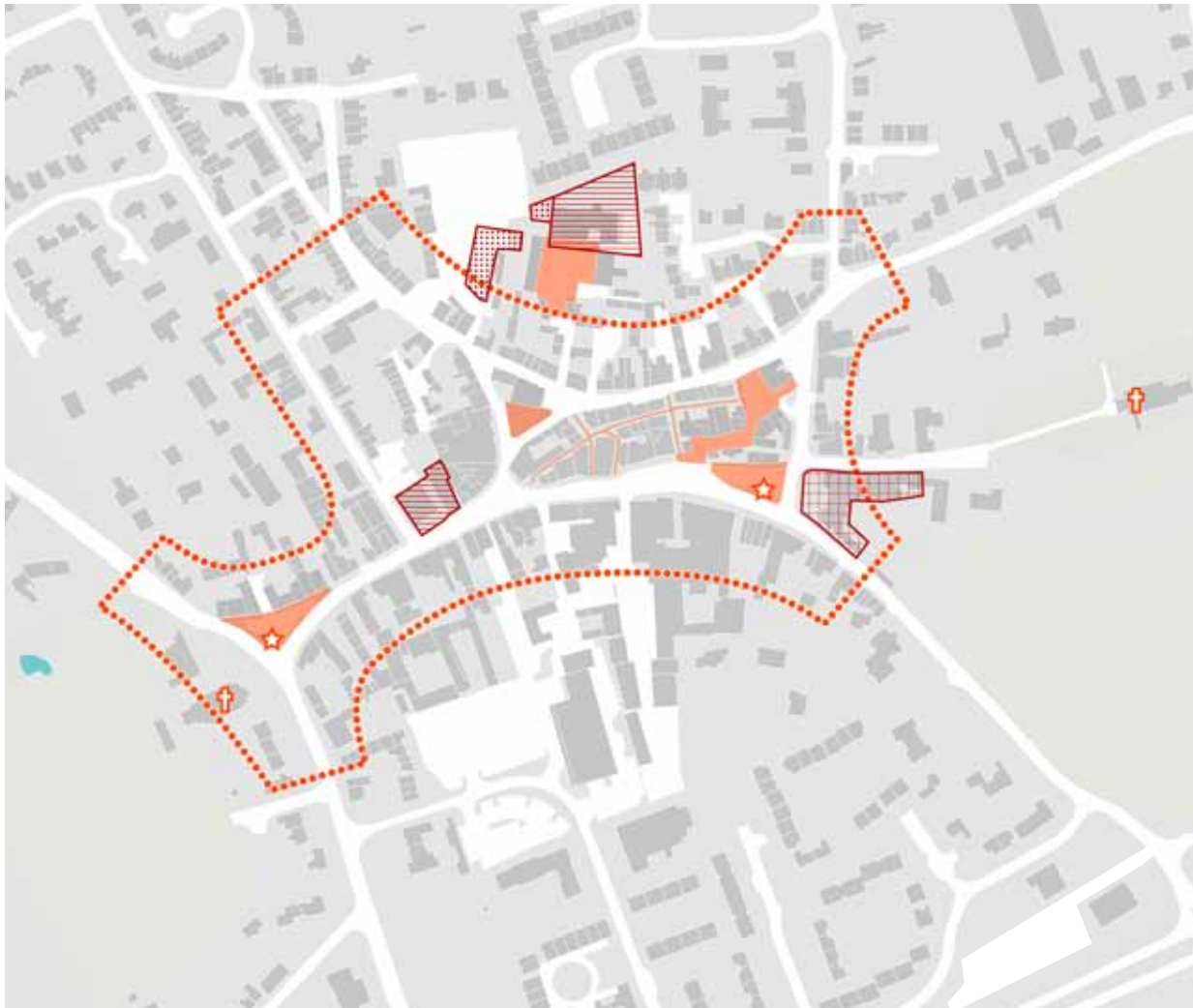
The proportions of the square and the wind protection afforded by the layout mean the space could be particularly suitable for alfresco dining. Perhaps with surrounding residential buildings, however, this would need to be limited to lunchtimes.

Summary plan

The plan to the right provides a spatial illustration of the Vision for Holt proposals for creating an attractive physical environment in the town.

Each of the proposals suggested in this section which have spatial implications are shown on the plan, including:

- The creation of three key public spaces in the town centre, at Shirehall Plain, the War Memorial and Fish Hill/Star Plain.
- The improvement of the gateway space at Obelisk Plain and raising the profile of the churches which anchor each end of the town centre.
- Improvements to the lokes and alleys, linking Market Place and Bull Street so that the pedestrian network is strengthened and these spaces may support more retail activity.
- Improvements to Lees Yard, to support retail space in the town and connect with potential new retail space in Chapel Yard.
- Long term redevelopment opportunities, refurbishment opportunities and new development opportunities in the town.



- Potential Historic Core Zone area
- Improved public spaces
- Physical environment improvements, to strengthen the pedestrian network
- ☆ Inner gateways and anchors
- ✝ Ceremonial anchors at each church
- Long term redevelopment opportunities
- Long term potential for new development
- Long term opportunity for refurbishment and re-use

Summary spatial plan of proposals

4. An attractive physical environment continued

DELIVERY TABLE

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	1	Establish spaces for the three C's		✓		NNDC	- NCC Highways - HAP - HTC - HCP - Chamber - Holt Society	✓	✓		- s106 - Highways budget - BID funds - NNDC funding - Heritage Lottery - Private contributions	Establish Public Realm Working Group	- Translate into Neighbourhood Plan - Agree detailed physical scope - Agree phasing - Cost estimate - Secure funds - Procure & implement
	2	First impressions			✓	NNDC	- NCC Highways - HAP - HTC - HCP - Chamber - Holt Society	✓	✓		- s106 - Highways budget - BID funds - NNDC funding - Major landlords	Establish Public Realm Working Group	- Translate into Neighbourhood Plan - Agree detailed physical scope - Agree phasing - Cost estimate - Secure funds - Procure & implement
	3	Create an attractive and continuous network		✓		Chamber	- NNDC - HAP - HTC - HCP - Holt Society	✓		✓	- Landlords	Establish Public Realm Working Group	- Translate into Neighbourhood Plan - Identify detailed areas for improvement - Identify specific landlords and tenants - Liaise with landlords and tenants to agree measures
	4	Enhancing Holt's three retail loops		✓	✓	Chamber	- NNDC - HAP - HTC - HCP - Holt Society	✓		✓	- Landlords	Establish Public Realm Working Group	- Translate into Neighbourhood Plan - Identify detailed areas for improvement - Identify relevant landowners - Identify options to create / extend retail activity
	5	Shop front improvements	✓			NHDC Planning	- NNDC - HTC - Holt Society - Chamber	✓		✓	- Landlords - BID funds - Heritage Lottery Fund	Establish Public Realm Working Group & Holt Conservation Area Appraisal and Management Plan	- Translate into Neighbourhood Plan - Identify shop fronts for improvement - Liaise with individual landlords and tenants - Use of reasonable and proportionate planning controls by NHDC
	6	Ensuring new development is sensitive to historic environment	✓	✓	✓	Holt Society	- NNDC - HTC			✓	- N/A	Individual planning applications	- Ensure availability of relevant design guides - Establish local design review panel - Request NNDC development control refer applicants to design review panel - Use of reasonable and proportionate planning controls by NHDC
	7	Sensitively replacing and refurbishing key buildings in town centre			✓	HTC	- NNDC - Holt Society			✓	- Private investment	Neighbourhood Plan & Holt Conservation Area Appraisal and Management Plan	- Promote redevelopment of properties through proactive policies in Neighbourhood Plan - Use of reasonable and proportionate planning controls by NHDC

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	8	Consider establishing an historic core zone	✓			HTC	- NCC - NNDC - Holt Society			✓	- Heritage Lottery Fund	Neighbourhood Plan & Holt Conservation Area Appraisal and Management Plan	- Identify and agree indicative historic core zone - Translate historic core zone into Neighbourhood Plan
	9	Making small improvements now											
	9a	Replace red paving	✓			NCC Highways		✓			- NCC programme	- Establish Public Realm Working Group	- Identify areas of paving to be replaced - Work with NCC to secure works in general maintenance programme
	9b	Improve A148 roundabout	✓			Chamber	- NCC Highways			✓	- Private landlords / tenants	- Establish Public Realm Working Group	- Agree detailed parameters for improvement - for e.g. planting - Invite annual bids from landlords / tenants / activities for sponsorship
	9c	Remove unnecessary shop signage	✓			Chamber				✓	- N/A	- Establish Public Realm Working Group	- Identify unsightly / unnecessary signage - Seek agreement from relevant body for removal
	9d	Remove unnec. street furniture	✓			HTC				✓	- N/A	- Establish Public Realm Working Group	- Identify surplus 'clutter' - disused benches, posts etc - Seek agreement from relevant body for removal
	10	Raising the profile and quality of Lees Yard			✓	HTC / land owner	NNDC	✓			- Private investment	Neighbourhood Plan	- Liaise with landowner to secure best outcome

5. A well connected place

Key principles

- *Preserve short term parking in the town centre wherever possible, to retain the careful equilibrium between traffic movement and the retail health of the town*
- *Encourage opportunities for additional long term parking on the edge of the town*
- *Improve links within the town centre so that people can walk and cycle around the town*
- *Improve transport links beyond the town, to maximise employment and leisure opportunities*

1. *Improving walking links between residential neighbourhoods and the town centre*

Holt is a very compact and walkable town, which is demonstrated by the fact it has the highest proportion of people who walk to work in all of Norfolk. Nonetheless it is likely that there are trips within the town which are currently made by car, and could instead be made on foot or by bicycle. There are a number of factors which reduce the propensity of people to walk between Holt's residential neighbourhoods and the town centre, namely:

- The A148 bypass road, which is both a visual and physical barrier between the town centre and the residential areas to the south;
- The narrowness, or lack of, pavements along some key roads;
- The quality and condition of materials;
- The lack of dropped kerbs at crossing points; and
- The effectiveness of lighting.

A number of specific opportunities have been identified in order to address these issues and ensure that existing and new residential neighbourhoods in Holt are well connected to the town centre. These include:

- Reducing the barrier effect of the A148 by providing street level courtesy crossings, with dropped curbs and road markings at the junctions with Station Road, Thornage Road/ Norwich Road to replace the underpasses, and at points where worn paths in verge areas identify desire lines from regular pedestrian use. Each crossing point should include surfacing on the approaches on either side of the road linking into the wider pedestrian network, dropped kerbs, and pedestrian/cycle refuge islands.
- Reviewing the pedestrian environment along key links (e.g. Cley Road, Peacock Lane, Grove Lane, Hempstead Road) to identify improvements to pavement width, surfacing, kerbs, and lighting.
- Ensuring development proposals for allocated sites include a legible and connected pedestrian network.

2. *Providing new informal pedestrian crossings on High Street/Market Place*

High Street and Market Place together form the main spine road through the town centre with an attractive townscape and busy retail frontages. This naturally generates a significant amount of pedestrian movement. There is only one formal crossing point provided; a pelican crossing outside the Feathers Hotel. The lack of crossing points, plus the constant flow of traffic makes it difficult for pedestrians to cross.

However, it is not considered necessary for additional formal crossings to be established and, instead informal crossings are proposed to enhance connectivity in the town centre and encourage pedestrian priority and reduce vehicle dominance. This would also improve the look of the street environment.

To implement these improvements, the following tasks have been identified:

- Design and implement streetscape scheme featuring a series of street level courtesy crossings with dropped curbs and identifiable road surfacing along High Street/Market Place. An approach similar to other historic towns (e.g. Shrewsbury) should be considered, where crossings are designed with pavement build-outs and special surface materials to communicate crossing points to both pedestrians and drivers, and encourage drivers to give-way to pedestrians at these locations. Crossings should be at-grade (i.e. without vertical deflections) and with dropped kerbs.
- The existing pelican crossing should be retained but redesigned with special surface materials to match courtesy crossings and provide a consistent visual approach to crossing provision.

These proposals are designed from a pedestrian priority perspective and, in tandem with a car parking signage system, may deter some cars from coming into the centre and ease congestion slightly.

3. *Implementing Thornage Road car park and creating a strong pedestrian link to this*

There are around 460 car parking spaces within Holt town centre; a mix of on-street and off-street provisions. These spaces are very well-used by Holt's residents, workers and visitors at all times of the year. There are indications that there is a shortage of parking, particularly long stay parking. Pedestrian access terms for a 385-space car park at Thornage Road are currently in negotiation between the developer and Norfolk County Council. The car park is located on the edge of the town to the west, but is actually only a five minute walk (around 400 metres actual walking route) from the High Street.

This represents a real opportunity to increase long stay parking provision in the town and attract traffic searching for parking away from the town centre, though does require a clear, attractive and safe walking route between the car park and the town centre.

5. A well connected place continued

There are a number of actions that can be taken to help ensure these proposals can be realised, including:

- Pursue implementation of the car park proposals through the planning system.
- Create a high quality pedestrian route between the car park and the town centre, via Valley Lane and the A148. This should include installation of a new footway link between the car park site and Valley Lane; footway improvements along Valley Lane; a formal crossing (for example zebra crossing) with dropped kerbs on the A148 Norwich Road at the junction with Kerridge Way; lighting improvements; and wayfinding information.
- Implement signage strategy and marketing campaign to encourage drivers seeking longer stay parking to use Thornage Road. In addition, promote the car park to local businesses for staff parking. A parking signage strategy could also encourage more people to use the Station Road car park and approach Chapel Yard car park from Cross Street rather than Shirehall Plain, freeing up some of the central roads.

4. *Consider long-term parking to the east of Holt, with pedestrian links to the town centre*

The Thornage Road car park proposals potentially provide a significant amount of additional car parking to the west of Holt. This location is ideal to capture traffic arriving from areas to the north, west and south of Holt. Depending on the success of the car park in terms of occupancy, and in attracting traffic away from the town centre, a complementary car park could be considered for a location to the east of Holt to capture traffic arriving from the east along the A148. This could be aimed at meeting longer-stay parking needs (e.g. for people working in Holt). Consideration could be given to using part of the allocated land at Heath Farm / Hempstead Road (site H09) for this purpose.

The car park would provide a complementary facility to Thornage Road and increase the overall parking supply in the town centre, allowing the central car parks to provide a greater level of short-stay parking space. It could also provide a reserve solution in the unlikely event that the Thornage Road car park does not go ahead. It would require a

clear walking route between the car park and the town centre. A number of opportunities have been identified for helping to achieve this, including:

- Monitoring the success of Thornage Road car park if/when implemented and determine if there is still demand for additional long-stay parking.
- If demand is sufficient, construct a temporary car park and market it to long-stay car park users to test demand. This could be located on part of the allocated site (H09) or at another location to the east of the town. Access should be directly from the A148, with a clear pedestrian link to the town centre. The use of the temporary car park should be monitored to determine if this is a viable permanent proposition.
- If the temporary car park is a success then pursue a more formal car park provision, including a high quality pedestrian route between the car park and the town centre. This should include the installation of a new footway; crossing improvements on the A148 bypass; lighting; and wayfinding.

- Implement a signage strategy and marketing campaign to encourage drivers seeking longer stay parking to use the car park.
- Consider provision of a hopper style bus service to ferry passengers from the car park to the town centre. This could be a loop-style service which also connects to other key destinations such as Thornage Road car park, the High Street, and Budgens supermarket.



Pedestrian way-finding signage in the town centre

5. A well connected place continued

5. *Pursuing the improvement of direct bus services to Norwich*

The opportunity exists to enhance public transport access between Holt and Norwich, particularly in terms of increasing employment and training opportunities for the community and providing a better evening service for employees working in the hospitality industry.

The service (route 45) to Norwich operates seven times a day, Monday to Friday, and does not provide an evening or weekend service. It is understood that this service is funded by the County Council. The service diverts from the main Holt – Norwich Road to serve intermediate villages, which lengthens the overall journey time. Over the next few years the level of funding to bus operators provided through all channels including the Bus Service Operators Grant, Concessionary fare rebate and supported services is being cut. This is likely to make it very difficult to provide an increase in the level of service and pressure is therefore likely to grow on services that are marginal particularly in rural areas. However, improvements to this service

(including the provision of additional limited-stop services at peak times, providing these do not impact on existing services) could be pursued in conjunction with bringing forward the allocated development site at Heath Farm/Hempstead Road (site H09). For example, it may be possible to fund service improvements through development gains (S106). The service could also be routed to serve the new development area, and coupled with travel planning initiatives targeting new residents, could attract more passengers and help maintain the service. That nature of improvements would be dependent upon the scale of development and S106 negotiations.

The first steps in improving the bus service have been identified as:

- Assess the potential for development at Heath Farm/Hempstead Road to help fund services improvements (e.g. to hourly, and reducing journey times on some or all journeys).
- Implement service enhancements in conjunction with the development of Heath Farm/Hempstead Road.
- Use travel planning to market the service to new residents, and other users (e.g. employees at Hempstead Road employment site).

6. *Exploring the possibility of a Demand Responsive Transport service (Flexibus)*

A Flexibus Demand Responsive Transport (DRT) system service would improve access to Holt from surrounding villages for people who do not have a car. It would also enable more young people to access training, employment and leisure activities, present an efficient way of providing evening and weekend services and help connect the rail station to the town centre. The service could be used to improve evening and weekend public transport services and encourage people away from car travel.

A successful Flexibus has been established elsewhere in Norfolk (Wymondham, Wayland and Harleston), providing a service connecting rural communities with main transport hubs. The service is pre-bookable and operates on specified hours, but does provide a door-to-door service. It is understood that Norfolk County Council have submitted a Local Sustainable Transport Fund bid to extend the system. The service is particularly effective at enabling replacement of irregular bus services away from main

corridors (i.e. those that operate at frequencies of less than one every hour) and can also replace community and patient transport. Holt Area Caring Society also provides journeys for medical purposes for members of the Holt Medical Practice, and for other purposes.

In order to move forward in assessing the deliverability of such a service, it would be useful to:

- Examine in detail existing demand responsive/community transport provision in the Holt area and any plans for community transport.
- Investigate the viability of introducing a Flexibus service to supplement or replace low frequency bus services serving nearby villages. This could potentially connect with existing Coasthopper services at Cley.
- Investigate closer coordination of this with the community transport service provided by the Holt Area Caring Society.



The bus stop fronting Holt's War Memorial

5. A well connected place continued

7. *Improving bus stop environments in the town*

The opportunity exists to improve bus stop infrastructure in Holt to provide a more pleasant waiting environment for passengers, ease pavement congestion around bus stops and improve the look of the street environment.

There are three bus stops located in the town centre at the eastern end of Market Place adjacent to the war memorial. Consideration was initially given to the possibility of relocating two stops towards the centre of the High Street to better relate to town centre destinations; however, following more detailed analysis it is clear that this would affect the operation of many of the routes serving these stops, and require significant re-routing of the most frequent bus services (the 4, 5 and 9). Additionally, having all three stops in proximity provides for good interchange between services; essential for passengers using the 4 and the 9, which are scheduled to ensure interchange. Although reconfiguration of the bus stops is not considered appropriate,

the bus stop waiting environments would benefit from localised environmental improvements.

In order to test the feasibility of these improvements, it would be useful to:

- Explore the opportunity to widen the pavement alongside the easternmost stop (White Lion Street) in conjunction with public realm improvements around the war memorial. The pavement here is relatively narrow and is congested when people are queuing to board whilst others are alighting, making this especially difficult for people with mobility/sensory impairments.
- Reprovide the Santander stop as an inset bay as part of the war memorial public realm improvements (see section 'Transforming Holt's Public Realm'). Provide a shelter with seating and bin, new bus stop flag and service information.
- Retain the Railway Tavern stop, resurface paving, provide seating (back of pavement) and provide new bus stop flag and service information.

8. *Provide more cycle parking in the town centre*

Cycle parking is already provided at a number of locations in the town centre, including outside Budgens, at the Library, and outside the Post Office. However, potential exists to upgrade some of the existing facilities and further increase the amount and visibility of cycle parking in the town centre, as well as at key destinations such as community facilities and major employment sites. This would encourage a greater number of local residents to cycle rather than use their car, and could also encourage visitors to the area to visit the town and explore the local sites such as Holt Country Park by bike. In order to deliver this, it would first be useful to:

- Review the condition and location of current cycle parking provision and identify where these could be upgraded or signage could be improved; for example outside the Post Office, on the lane between Market Place and Shire Hall Plain.
- Identify locations for additional cycle parking, assess likely demand and install cycle stands as appropriate. Possible locations could

include: new areas of public realm proposed for the War Memorial, Shirehall Plain, Star Plain/Fish Hill, and Obelisk Plain.

- Consultation could take place with large employers in the area, such as those in the Hempstead Road employment area, to explore possibilities of providing staff cycle parking on their sites.
- Assess the potential for a cycle hire scheme with hire points at key locations in the town centre and wider town including the rail station and Holt Country Park.

9. *Improving cycling links to nearby community resources*

Holt has a wealth of community resources in easy reach, most notably Holt Country Park and the North Norfolk Coast (where cyclists can access the Norfolk Coast Cycleway). To enhance cycle access to these locations preferred cycle routes could be identified and improvements pursued such as: new cycle links, surfacing improvements to existing cycle paths, verge improvements, signage, and dropped kerbs. This would involve identifying preferred cycle routes to key community facilities, implementing a package of improvements to enhance cycling



Cycle parking next to Budgens' entrance

5. A well connected place continued

access and promoting cycling as a means of accessing community facilities. It should also include production of a detailed cycle map of Holt for the wider area.

10. Supporting North Norfolk Railway extension and connecting with the current station

The North Norfolk Railway is a vintage railway service between Holt and Sheringham. There are aspirations to extend the line to Wymondham via Fakenham. The service is primarily aimed at the tourist market at present, but if extended and enhanced there is no reason why it could not appeal to a wider market.

Given the current economic climate the extension must be a longer term goal. However, it is worth pursuing as a means of improving the rail transport offer in the local area and establishing rail as a realistic alternative transport option to private cars for some people in the local area.

In the shorter term, it is important that development and other transport proposals are designed to safeguard sufficient land for the

extension to the rail line. In the meantime, far better walking and cycling links to the station can be created along the Cromer Road, including a continuous pavement on one side of the road, potential for a cycle hire scheme at the rail station and Flexibus connections to the station. Secure pedestrian links over the rail line from the Thornage Road car park can be considered in conjunction with this.

Summary plan

The plan to the right provides a spatial illustration of the Vision for Holt proposals for creating well connected places.

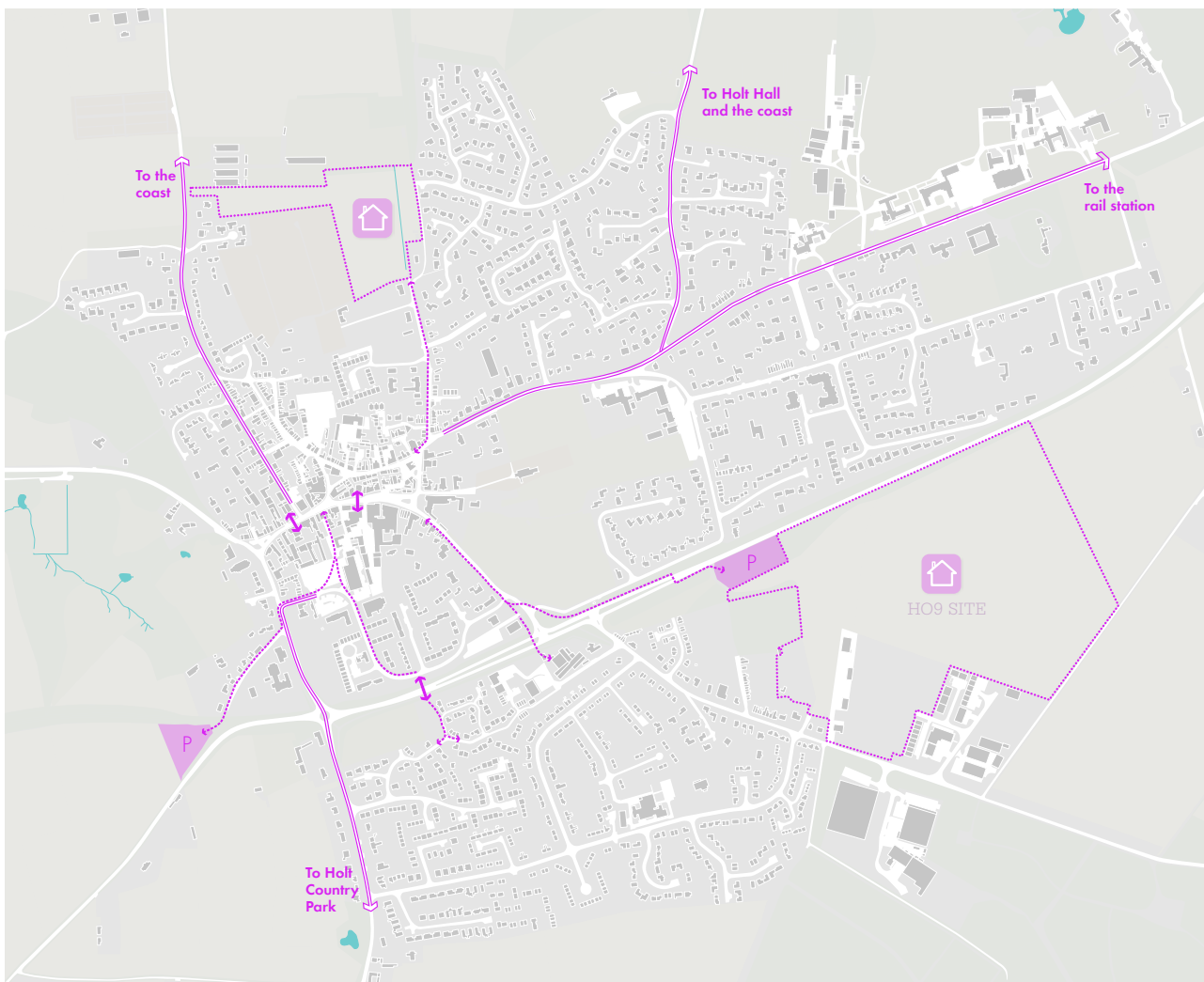
Each of the proposals suggested in this section which has spatial implications is shown on the plan, including:

- Stronger links between existing residential areas to the south of the A148 and the town centre;
- New housing and employment areas and pedestrian connections between these and the town centre which should be improved, including the HO9 mixed use site to the south east of the town centre and the designated new housing area to the north of Peacock

Lane. These are both identified on the plan opposite;

- Designated and suggested new longer stay car parking provision for the town, and improved pedestrian routes from these to the town centre. The car parking area indicated next to the HO9 site has been identified as a second option in the unlikely event that the Thornage Road car park does not proceed;
- Particular locations where pedestrian crossing facilities should be improved, including the formalisation of the A148 crossing to the south and the introduction of new pedestrian crossings in the High Street / Market Place; and
- Suggested improved cycle routes to community facilities and visitor destinations in the local area.
- Strong pedestrian links between the town centre and the Thaxters site in the longer term, with potential for new employment uses to be provided here.

These are supported by proposals to strengthen bus links to Norfolk and introduce a flexibus in the local area; to support the extension of the North Norfolk rail line; and to introduce improved and new cycle parking in the town centre.



-  Areas identified for new housing in the town (and employment at HO9)
-  Designated (Thornage Road) and indicative potential parking areas
-  Walking routes to be improved from new housing and parking areas
-  Proposed improved pedestrian crossings
-  Key cycling routes to Holt Country Park and the north Norfolk coast

Summary spatial plan of proposals

5. A well connected place continued

DELIVERY TABLE

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	1	Improve walking links between resi neighbourhoods and town centre		✓	✓		- NCC Highways - NNDC	✓			- s106/CIL - NCC funding - NNDC funding	- Establish Transport Working Group	- Identify priority walking links - Incorporate into Neighbourhood Plan - Design improvements - Cost estimate - Secure funds - Procure & implement
	2	Provide new pedestrian crossings on High Street			✓		- NCC Highways - NNDC	✓			- s106/CIL - NCC funding - NNDC funding	- Establish Transport Working Group	- Identify priority walking links - Incorporate into Neighbourhood Plan - Design improvements - Cost estimate - Secure funds - Procure & implement
	3	Implement Thornage Road car park and create strong pedestrian link			✓		- NCC Highways - NNDC - HTC	✓	✓	✓	- Car park developer/operator - s106/CIL from car park development - NCC funding - NNDC funding	- Developer achieving full planning permission	- Pursue implementation of car park through the planning system - Design and implement new pedestrian link and signage strategy - Support with targetted marketing campaign
	4	Consider long-term parking to the east of Holt with pedestrian links to the town centre			✓		- NCC Highways - NNDC - HTC	✓	✓	✓	- Car park developer/operator - Developer of allocated site - NNDC funding	- Establish Transport Working Group	- Identify potential sites (allocated site or alternative) - Evaluate permanent vs temporary provision - Cost estimate - Secure funds - Procure and implement
	5	Pursuing improvements to direct bus service to Norwich		✓			- NCC Public Transport - NNDC - Bus operator(s)		✓		- Government funding - NCC funding - S106/CIL	- Establish Transport Working Group	- Review new Government funding sources - Detailed assessment of viability - Liaise with bus operator(s) - Procure service
	6	Explore Demand Responsive Transport (flexibus)		✓			- NCC Public Transport - NNDC - Bus operator(s)		✓		- Government funding - NCC funding - S106/CIL	- Establish Transport Working Group	- Review new Government funding sources - Detailed assessment of viability - Liaise with bus operator(s) - Procure service
	7	Improve bus stops			✓		- NCC Public Transport - NNDC - Bus operator(s)	✓		✓	- Government funding - NCC funding - Private contributions	- Neighbourhood Plan	- Translate into Neighbourhood Plan - Liaise with bus operators - Agree detailed physical scope - Cost estimate - Secure funds - Procure and implement
	8	Provide more cycle parking in town centre		✓			- NCC Transport - NNDC	✓		✓	- NCC funding - NNDC funding - Private contributions	- Neighbourhood Plan	- Identify locations for parking - Translate into Neighbourhood Plan - Cost estimate - Secure funds - Procure and implement

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	9	Improve cycle links to nearby community resources			✓		- NCC Transport - NNDC	✓	✓		- Government funding - NCC funding - NNDC funding	- Establish Transport Working Group	- Identify links for improvement and works required - Cost estimate - Secure funds - Procure and implement
	10	Supporting N.Norfolk Railway extension	✓	✓	✓		- NCC - NNDC	✓	✓		- Government funding - Private investment	- External	- Seek opportunities to promote and support the railway extension

6. A flourishing shopping and visitor centre

Key principles

- *Support the town's independent retailers and prevent the homogenization of the town centre*
- *Help the town to meet the requirements of all its residents, so people are not forced to travel elsewhere for everyday needs*
- *Explore opportunities to meet the demand for additional retail in the town centre*
- *Help the town's retailers to innovate to ensure the future health of the retail offer.*

1. *Keeping Holt independent*

Most towns in the UK have been subject in recent years to a homogenization both of the types of shops and the general uses in town centres, as rental prices have increased and independent businesses have been pushed outwards.

Holt, in contrast, has an unusually diverse independent retail offer which has developed partly as a result of Gresham's School being located in the town and partly as a result of innovative entrepreneurial activity that has seen businesses foster strong regional reputations and diversify their activities.

This success has placed the town on the radar of national retailers but the historic built fabric and small building footprints have meant that premises are not suitable for many major national retailers. However, Holt's success has resulted in increased rental prices and it is important to ensure that independent businesses continue to survive in the town.

The Vision for Holt sets out a commitment to ensure that the town can remain independent through a number of measures, including:

- Discouraging the combining of premises in the town to create larger footprints for national retailers
- Identifying opportunities to extend the core primary retail area in the town, to take pressure off the central premises
- Improving the retail loops in the town centre, so that a greater area of the town can be considered to be within the core retail area

2. *Embracing innovation and promoting Holt's unique skills*

Many national retailers, and therefore towns and cities, have recently been negatively affected by online sales, which have been rising steadily for the last few years. Some businesses in Holt, however, have found creative ways of using online sales to their advantage and combining a strong web presence with attractive and high quality shops.

Products.

Click on an image to see details.

Old Town seasonal fabrics and prices are shown in blue text.

The **Tin House** workwear fabrics and prices in red.



Ties, Knitwear
Sundry Items
& Gift Vouchers



Overall Jacket



The Fitzrovia



The Borough



The Marshalsea



The Lounge



The Stanley



George & Mildred



Waistcoat



Straight Edged
Waistcoat



The Tradesman



Ladies Cow Coat

Bakers and Larners specifically advertises its Holt roots and Old Town has developed an innovative system that combines website research and sales activity with a highly personalised service at the shop.

Holt has a number of innovative businesses operating within the town centre, and it would be valuable for the town to establish regular retail reviews using the Chamber of Trade as a forum for exchanging ideas and ensuring a continued creative approach. Opportunity may also exist for the town to export some of these unique skills and provide an income stream for the businesses in the town centre, by hosting or travelling to deliver masterclasses on key subjects such as web enabled sales.

6. A flourishing shopping and visitor centre continued

3. *Broadening Holt's retail offer to meet the needs of all residents through a market*

Holt's independent retail offer is strong by national as well as regional standards and should be preserved to ensure that Holt retains its unique appeal. However, the items sold in many of the shops in the town are high-order goods and require a reasonable disposable income level. Whilst Bakers and Larners provides a strong quality convenience offer and the recently extended Budgens complements this provision, the town has a limited convenience offer in the affordable and budget price range. Evidence of this is demonstrated by the large proportion of residents who travel out of Holt for their weekly grocery shop.

One means of ensuring that residents can access more affordable convenience goods in the town centre would be the creation of a regular street market. This would provide cheaper groceries and other everyday items without the arrival of a large supermarket in the town, which would damage the town's character and disrupt the equilibrium of the independent shops. Traditional general

markets have for centuries provided people with a regular value driven opportunity to purchase fruit and vegetables and other basic groceries with bulk discounts and packages of reductions and Norfolk has a strong tradition of markets and a wealth of local growers, producers and suppliers upon which to draw.

In such a rural location, a general market provides an opportunity for local producers to connect with local consumers. Where possible, traders could be encouraged to prioritise the sale of local products which have been grown, reared, caught, brewed, pickled, baked, smoked or processed locally. In addition to increasing awareness of the local rural economy, this has the advantage of "cutting out the middle man", maximising local income retention and reducing the distance that the produce has to travel to reach the consumer and giving customers the opportunity to deal direct with the producer. If possible, the market should be accredited by FARMA, which means that it adheres to rules laid down by the recognised body responsible for running Farmers' Markets throughout the country to ensure that the customers are provided with fresh, local produce.

To ensure that existing shops are not threatened by a market, it could operate on a weekly basis as part of a rotating market in the local area (perhaps using the Fakenham market operators). Local shops can be invited to host a stall at the market, to double their presence in the town. Discounts for market stall traders from within Holt could also be offered, to encourage small enterprise within the local community.

The market would provide ideal activity for the Fish Hill and Star Plain area, connecting these spaces back to Market Place and drawing out the potential of these currently underused spaces. Further potential exists for the market to extend onto Church Street in the longer term and raise the profile of this area and the community facilities here.

The proposal can be trialled without the need for public realm work to be undertaken, to determine the demand for a market and management considerations. The detailed spatial plans for this proposal are set out in the chapter on *Enhancing Holt's Public Realm*.

4. *Establishing new primary retail space*

Pressure on rents within Holt town centre is intense as a result of the success of retail in the centre in recent years. An effective means of addressing this without the dramatic negative impact of an out of town retail centre would be to sensitively develop new retail space within the town centre.

Our review of the town centre has identified the potential for new development to be accommodated by completing Chapel Yard and extending this complex by a few metres into the existing car parking area. This would also enable the creation of a more effective link to Lees Yard, shifting the character of this area to be more overtly commercial in nature and therefore further increasing the amount of popular retail space in the centre.

The broad spatial idea for this plan is covered in the section on *An Attractive Physical Environment*.



Benbows currently provides affordable grocery items

6. A flourishing shopping and visitor centre continued

5. *Exploring the potential for a Business Improvement District (BID)*

Holt has a large number of traders which are operating very effectively but potentially in isolation from one another and it could be beneficial for all businesses in the town centre for a Business Improvement District (BID) to be created in the centre. This would enable a number of common priorities to be identified by the businesses in the town centre, such as public realm improvements, shop front improvements, and marketing and promotional activities, amongst others.

A Business Improvement District (BID) is a partnership between a local authority and the local business community to develop projects and services that will benefit the trading environment within the boundary of a clearly defined commercial area. BIDs were introduced through legislation (the Local Government Act 2003) and subsequent regulations in 2004 and by the beginning of 2008 over 60 had been established across England, Wales and Scotland.

BIDs allow businesses in a defined area and business sector(s) to vote on what they want to invest in, to improve their trading environment. The vote on whether or not to establish a BID is open to tenants and if a majority, both by number and by rateable value, approve the proposal, all ratepayers will contribute through a small levy (identified by local businesses i.e. 0.5%, 1%, 2% etc) on their business rates. The interests of large and small businesses are protected through a system which requires a successful vote to have a simple majority in both votes cast and rateable value of votes cast.

Once voted for, the levy becomes mandatory on all defined ratepayers. The BID has a lifespan of five years and any further proposals will have to be reaffirmed through a subsequent vote.

Local Authorities play an important facilitating role and in particular are charged with legal responsibilities, including the provision of the ratings data to calculate the BID levy, the collection and enforcement of the BID levy via a ring-fenced BID Revenue Account that is then passed straight to

the BID company, the organisation of the formal BID ballot, and the preparation and commitment to the baseline service agreements.

BIDs give local businesses the power to effect changes that will benefit them in their local community. Improvements may include extra safety/security, cleaning and environmental measures, improved promotion of the area, improved events, and greater advocacy on key issues, but the legislation does not put a limit on what products or services are provided.

A BID feasibility study, led by North Norfolk District Council or Holt Town Council, could be undertaken as a first step in order to identify the business priorities for the local area and assess the appetite amongst businesses for establishing a BID. If this provides evidence of support for a BID, it should be possible to establish a scheme within the next 2-3 years. Although BID schemes are designed to be operated by the local businesses themselves, this would require initial support and occasional support thereafter from the local authority.

6. *Strengthening Holt's three retail loops*

As set out in the section on *An Attractive Physical Environment*, potential exists in Holt to establish three connecting retail loops in the town centre - an incredibly effective spatial layout for a retail centre. This would include the core retail loop that exists at Market Place and Bull Street and the potential for secondary retail loops that connect this central area to the town's main car parks. One of these connecting through Apple Yard and Old Stable Yard, and the other connecting through Lees Yard and Chapel Yard.

Strengthening these links will not only improve the physical environment in the town centre but can psychologically extend the core primary retail area by increasing accessibility and raising the profile of these areas in the town centre, thereby reducing pressure on rental rates in the most central locations.

The plan illustrating this suggestion is set out on page 26.



Bakers and Larners shop front

6. A flourishing shopping and visitor centre continued

7. *Encouraging a more vibrant evening economy in the town centre*

Whilst Holt has a very strong daytime retail economy and is busy with visitors and shoppers during most of the year, the town is significantly quieter during the evening hours. Feedback during consultation and the baseline analysis for the study identified a relatively limited number of evening businesses and demand from the local community for this to be improved.

The town has an active cultural events programme, including the high profile annual Holt Festival, which sees internationally acclaimed bands play in the town, and Holt Lights, which attracts people from across the region. However, more general cultural and evening activities are not provided in the town.

Encouraging more evening based businesses, such as restaurants, bars and cultural facilities will help to address this imbalance. Holt provides an attractive environment for restaurants and cafés and these would be particularly well located in small public

spaces such as Fish Hill and Lees Yard. It is also important to ensure that Holt has residents living in the centre of the town who are likely to use these facilities and can bring life to the streets in the evenings. An audit of empty premises above shops would help to identify any opportunities and the stronger walking links in the town can encourage existing residents from surrounding neighbourhoods to use the town centre more frequently during evening hours.

Developing heritage interpretation within Holt

Holt has an impressive collection of historic buildings, providing an attractive environment for residents that also appeals to visitors. Scope may exist to develop a heritage interpretation programme in the town, to provide a coordinated approach to the town's heritage that can attract funding support. Such a programme could bring together important historic buildings as a high profile collection of integrated heritage assets which together tell the story of Holt's historic development.

The Shirehall Plain interpretation board on the Great Fire of Holt is a first step towards an interpretation programme for buildings such as Holt

Hall, the town's churches, Gresham's Pre-Prep school buildings and others, that could include:

- Further interpretation signs;
- Joint marketing of the buildings;
- A programme of integrated events;
- Heritage trails around the town;
- Education courses and activities; and
- Conservation Management Plans

Norwich has pioneered this approach through the Heritage, Economic and Regeneration Trust (HEART) where the Norwich 12 has been established, and links have been formed with Ghent in Belgium to raise the profile of the heritage assets in each city.

Summary plan

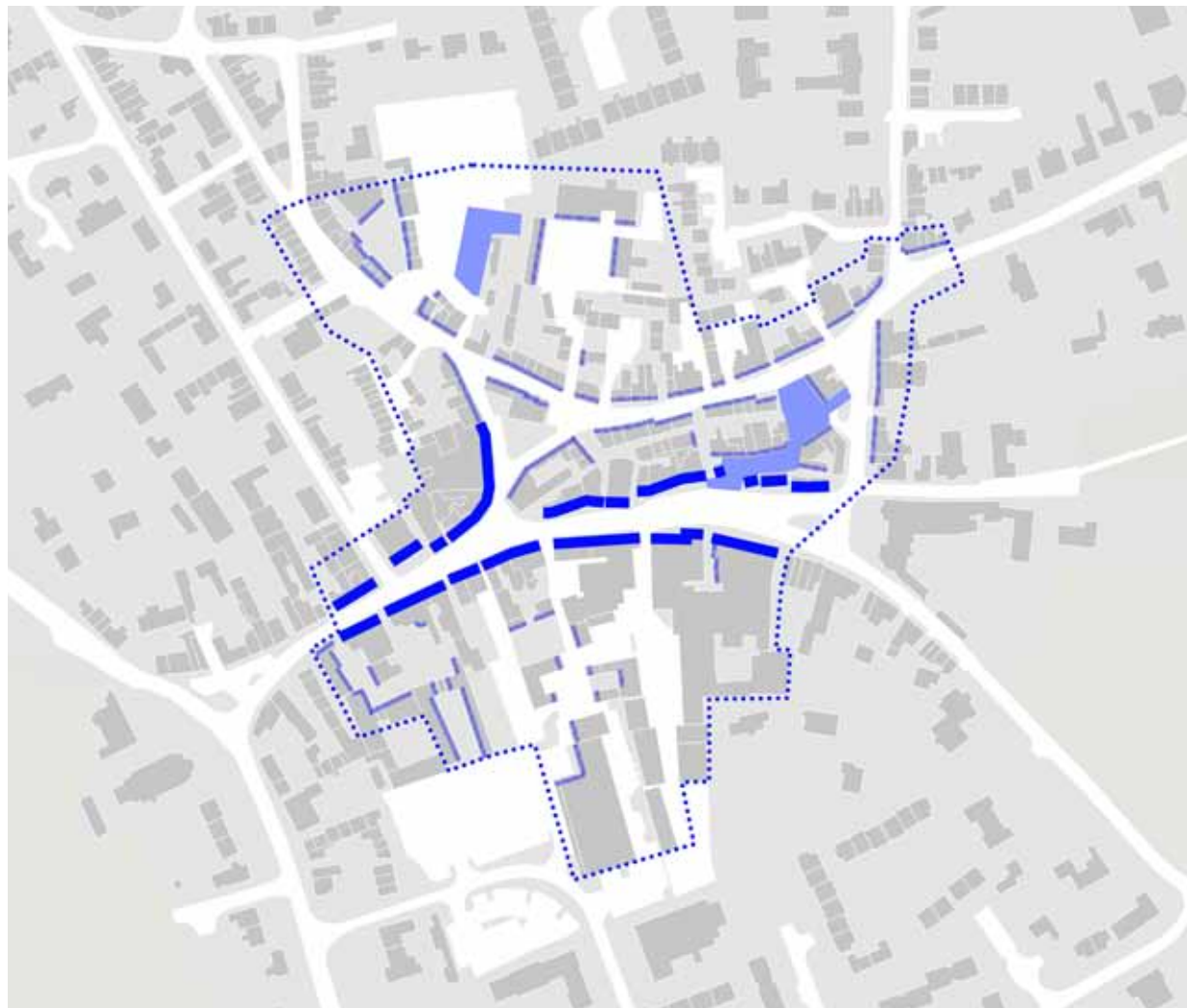
The plan to the right provides a spatial illustration of the Vision for Holt proposals for creating a suitable economic and physical environment for Holt to flourish as shopping and visitor centre.

Each of the proposals suggested in this section which have spatial implications are shown on the plan, including:

- Preserving and extending the area which is considered to be the core primary retail area of the town.
- Developing new retail space in the longer term at Fish Hill/Star Plain through a regular market and at Chapel Yard
- Identifying an area in which a Business Improvement District could be created.

These proposals are supported by the strengthening of the pedestrian routes and drawing out three key retail loops in the town centre, along with other suggestions which are not overtly spatial in nature.

-  Primary retail frontage
-  Secondary retail frontage, with potential to develop this as primary frontage
-  Area covered by a potential Business Improvement District (BID)
-  Proposed new retail areas - a market in Fish Hill and more longer term development at Chapel Yard



Summary spatial plan of proposals

6. A flourishing shopping and visitor centre continued

DELIVERY TABLE

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	1	Keeping Holt independent	✓	✓	✓								
	1a	Resisting amalgamation of retail units	✓			HTC	- NNDC - Holt Society			✓	N/A	- Individual planning applications	- Making representations to NNDC regarding planning applications - Translating a policy into Neighbourhood Plan
	1b	Identify opportunities to extend retail core	✓			HTC	- NNDC			✓	N/A	- Neighbourhood Plan	- Identifying suitable areas / properties to extend retail core - Translating a policy into Neighbourhood Plan
	1c	Improve retail loops	See above										
	2	Embracing innovation and promoting Holts skills	✓			Chamber	- NNDC			✓	N/A	- Chamber motion	- Promote use of internet retailing to all traders - Share knowledge and best practise locally - Secure 100% online retail presence by end of 2012
	3	Establishing a traditional market	✓			HTC	- Chamber - NNDC			✓	N/A	- HTC motion	- Establish links to other town councils with traditional markets (Aylsham) - Prepare action plan for establishment and launch of market - Undertake due diligence to establish any title issues with location of market - Promote market to local community
	4	Establishing new primary retail space at Chapel Yard		✓		HTC	- Chamber - NNDC	✓			Private investment	- Convene meeting with landowners and HTC	- Detailed design of extension to Chapel Yard - Translate into Neighbourhood Plan - Support landowner with promotion of planning application
	5	Establish Business Improvement District	✓			HTC	- Chamber - NNDC		✓	✓	Business rate levy	- Establish BID working group	- Undertake feasibility study to test potential funding generation capability - Secure commitment to proceed from key agencies - Identify BID manager - Survey all businesses across the town to test interest and scope desired improvements - Review interest and potential impact before considering whether or not to proceed to ballot
	6	Enhancing Holt's three retail loops	See above										
	7	Encourage evening economy	✓	✓	✓	HTC	- Chamber - NNDC			✓	- Private investment	Neighbourhood Plan	- Review empty properties at first floor - Contact landlords to bring these back into use - Market restaurant opportunities
	8	Heritage interpretation		✓		Holt Society	- HTC - HAP - NHDC		✓		- Heritage Lottery Fund	- Holt Conservation Area Appraisal and Management Plan	- Establish Heritage interpretation working group - Review Norwich HEART's programme of initiatives and other European examples such as Ghent - Develop action plan for heritage interpretation in Holt



7. A strong economy and thriving community

Key principles

- *Establish Holt as a centre of innovation in new environmental and energy technologies*
- *Identify an economic development strategy that can help to encourage the growth of new employment sectors in the town*
- *Develop clear strategic roles for the identified new employment space in the town*
- *Use the strong community network within the town to support education, training and activities for the local population*
- *Ensure that young people can stay in the local area and find suitable work*
- *Ensure that Holt can meet the community needs of all age groups in the town*

1. *Promoting economic diversification through the provision of business space*

Employment in the retail, leisure and tourism, and education sectors currently accounts for over 70% of all the jobs in Holt (possibly considerably more if the full effect of Gresham's School could be accounted for). Employment activities outside of these sectors is under-represented in the town.

There are a number of factors that contribute to this trend such as the success of the retail and tourism sector in the town, but also a lack of broadband connectivity needed by modern business, the relative remoteness of Holt and an under-supply of suitable space for businesses.

Whilst factors such as the location of Holt cannot be addressed as part of this work, broadband (dealt with elsewhere) and the supply of space can be the focus of efforts for improvement by a number of measures. These can help to support the growth of creative and knowledge economy businesses which already operate on a small scale in and around Holt.

It is important to note that the commercial feasibility of developing new speculative office or manufacturing premises in Holt is very challenging. It is therefore vital that space which can be converted, re-used, restored or refurbished more cost effectively is used as intensively as possible to supply these other sectors with usable premises. Existing space above ground floor activities in the town centre (such as retail) represents an opportunity for this type of project as does the old Mill Building on the Thaxters site.

In the case of Thaxters the visibility and accessibility of this site makes it a good location for business activities. However, the current use is an important local business, source of employment and local income and redevelopment of the site should only take place where this activity can be retained locally at a more appropriate location.

For each of the three areas - space above town centre premises, business space identified in the LDF and Thaxters site, this would involve coordination at an early stage.

For town centre premises, this would require a survey of the use levels of first floor space; liaison with landlords and tenants to explore their willingness to convert the space and liaison with the Chamber of Trade to secure conversion works, letting and marketing advice.

For the LDF allocations, this would require NNDC to undertake discussions with planning applicants to promote the up-front delivery of a proportion of the employment development as part of allocation H09. This could comprise traditional small, flexible light manufacturing space or higher quality office space which would need to be located within a discrete higher quality setting within the allocation. It might also include more detailed discussions with the planning applicant to seek a mixture of small, flexible, light industrial units and small flexible office space. The office space should be self-contained from industrial space to appeal to occupants who might otherwise locate in the rural hinterland.

For the Thaxters site, stakeholders should initiate discussions with the land owner and business management of the Thaxters site to explore principles of relocation and redevelopment. Stakeholders should work with the landowner to prepare an outline planning application and financial appraisal of the site that would deliver the conversion of the warehouse building and generate sufficient value from the development of the remainder of the site to subsidise these works. Lastly, stakeholders should work with the landowner to secure planning permission and market the site to prospective developer partners.

2. Securing high-speed broadband connectivity for Holt

High-speed broadband activity would promote business development in Holt and would attract inward investment, particularly in the professional services/office based sectors. It would also improve residents access to internet services such as budget retail options and e-learning programmes. Lastly, it would equip education, social and

community groups with access to technology that will enable them to expand their programme and improve their effectiveness.

Recognising the lower than average rates of broadband connectivity across Norfolk, Norfolk County Council has secured funding to help subsidise providers to cover the cost of broadband infrastructure where it would otherwise be uneconomic to do so. Final details of the scheme are not yet known but it is likely that decisions about where to invest will be taken on the basis of customer demand. Demand for the scheme will be expressed as the number of residential, business and other users such as education institutions willingness to sign-up to a broadband package and supply revenue to a provider.

To deliver this, it will be important to promote the Say Yes to Super-fast Broadband scheme and liaise with key officers about timings for the programme.

7. A strong economy and thriving community continued

The potential level of demand could be assessed through surveys of businesses, groups and residents and the results of these used to make a case for the infrastructure to Norfolk County Council. The benefits of the scheme could be communicated through existing social infrastructure and community groups.

3. *Providing additional support for traditional employment activities*

With such a high rate of employment in the retail, leisure and tourism sectors, it is important to increase opportunities in Holt in more traditional employment sectors such as manufacturing, construction, financial services and business services.

Holt currently has a relative imbalance in the local economy and possibly an over-reliance on a small number of sectors, which represents a risk if a range of external factors should occur. Holt does benefit from a number, albeit limited, of professional service businesses and more traditional manufacturing activities in the town centre and Hempstead Road Industrial Estate respectively. These activities need to be

engaged and supported to secure their presence in the town and support their success and growth.

An initiative should be established to incentivise businesses outside the town centre to engage with the Chamber of Trade. Working groups can be set up to allow non-retail and tourism businesses a discrete platform for discussion and debate.

Communications between the working group and NNDC can help to ensure that access to economic development and business support packages are optimised.

It is also important to establish an active and successful network of businesses outside of the town centre that enables growth and creates a base for future inward investment

4. *Generating new local businesses*

As noted elsewhere, Holt has a very strong retail, leisure and tourism sector. In parallel, however there are also pockets of acute deprivation, particularly in the neighbourhoods to the south of the A148.

Using the considerable platform of local social infrastructure and community groups, there is an opportunity to engage with local residents from deprived parts of Holt and support them to establish new businesses in the retail / leisure and tourism sector. There are three initial opportunities to do this as follows:

- For the Town Council to establish a weekly market and offer free pitches to relevant local people to set up their own small business. Working with the Holt Youth Project the Town Council could invite applications from local relevant people seeking to set up a stall and grant them a free pitch for a fixed period to effectively test-run the initiative. Applicants could be supported and mentored by members of the Chamber of Trade who have a background in successful business management.

Holt Town Council and the Chamber of Trade could establish a partnership to trial the market in the town and make preparations for full development when new infrastructure can support the initiative.

- For the Town Council to secure a retail unit (existing or new as part of the potential redevelopment of the public conveniences site on Church Street) and let under licence to a new small business using the same procedure as noted above.
- There are currently two self contained cottages within the Holt Hall grounds that are in need of repair and refurbishment. As a next step, stakeholders could broker a relationship between Holt Hall and local community groups such as the Holt Youth Project with the intention of setting up a small community enterprise. An entity such as the Holt Youth Project could restore the cottages and in return receive a proportion of the future income. The management, maintenance and administration of the cottages could subsequently be run as a social enterprise self-funded by holiday letting income. This would need to be coordinated with Norfolk County Council as the land owners.



The former Wesleyan Chapel, New Street

7. A strong economy and thriving community continued

5. *Establishing Holt Hall as a centre for excellence for environmental technologies and training opportunities*

A valuable opportunity exists to develop Holt Hall as a hub in the emerging environmental technology sector with the result of diversifying the local economy and creating opportunities for high value added employment and economic development.

Holt Hall has for some time been a centre for learning in the natural sciences. The local development of the renewable energy sector and network of regional universities involved with environmental technologies presents an opportunity for Holt Hall to take advantage of its location and setting to provide a base for learning, research and development and start-up businesses in these sectors.

Such an initiative would build on the existing links with regional higher education institutions involved with research and development in the environmental technologies sector such as the University of Cambridge and the University of East Anglia. It would also enable the town to build on

existing links to the environmental technology industry and would enable the town to promote Holt Hall as a centre for learning, research and development, and as a location for start-up businesses.

To achieve this, it will be important for stakeholders to liaise with NCC to secure the immediate future of the Hall, avoiding closure or disposal of the site. The project team can then identify a suitable project champion to establish a working group comprising representatives from the public sector, HE institutions and the environmental/renewable energy sector to prepare a business plan for the future of Holt Hall. It will also be important to present a strong lobby for Holt Hall to be included in the high-speed broadband initiative outlined above.

6. *Improving the employability of young people - 50 placements in 5 years*

In spite of a strong local economy driven by a vibrant retail and tourism sector, there remain pockets of acute deprivation in Holt particularly in terms of income, employment and education and training. Utilising

key agencies that make up a very strong community infrastructure network, there is an opportunity to create structured links between local businesses and members of the local community not in employment, education or training.

The initiative would build on the Achieving Confidence and Training programme already established by the Youth Project. Voluntary in nature, a programme could be established between the Holt Youth Project and the Chamber of Trade that seeks to create a medium term relationship (6 to 12 months or more) between a business mentor and a local resident not in employment, education or training. The relationship would be flexible and designed on a case by case basis but the intention would be to increase the local resident's exposure to the world of work through a range of interventions such as regular mentoring meetings, being embedded within a business for a period of time, shadowing business leaders to understand issues around management and administration or even the establishment of a formal apprenticeship programme. The relationship could help to improve confidence,

softer employability skills such as written and oral communication, literacy, numeracy and vitally provide a strong entry to the mentee's CV.

To achieve this, it will be important for Holt Youth Project and Holt Chamber of Trade to establish a working group to consider and develop the concept. Holt Youth Project would need to identify prospective candidates for the programme and Holt Chamber of Trade identify prospective businesses to participate. A realistic programme of activities could be developed for the 12 month mentoring relationship or more where required, for instance if an apprenticeship is pursued.

7. *Strengthen the community support network in Holt*

Holt has the highest percentage of pensioner households in North Norfolk (at 49% against a county average of 27%) and also has a particularly high percentage of single households, with 35% of homes having only one person. These figures mean that social isolation in Holt is a current issue that is likely to become more pressing, with national trends.

Holt Community Centre hosts a varied programme of events and is used regularly by at least 18 groups. This provides valuable social interaction but could be supported by further communication to advertise events at the centre and an outreach support network to provide social interaction to less mobile community members.

An assessment of existing facilities and mobile services in the local area and a review of occupancy patterns by neighbourhood will help to develop an analysis of absent services in the area. Consultation with local residents on training and leisure priorities can help to ensure an engaged community. Links to Gresham's School for use of their facilities such as the swimming pool and wider community engagement for Holt Festival could provide valuable resources.

8. *Review the role and most appropriate spatial format of the Holt Community Centre*

Holt Community Centre is the primary community facility within Holt that is open to the whole community. It provides an invaluable service to the local community

and is able to support a wide range of events. However, the building is old and with changing requirements and use patterns of community centres, may not be fit for purpose.

The building has undergone refurbishment in recent years, including soundproofing, insulation and installation of solar roof panels. The vision provides an opportunity to review whether the existing building should continue to be renovated or whether it should be replaced by a new building designed for the 21st Century. This also then presents a question regarding the best location for the community centre. To take this forward, it would be important to undertake:

- An architectural assessment on the condition and merits of the existing building.
- A detailed audit of local community groups' activities and spatial and equipment requirements in order to identify what a community centre needs to deliver for the community.
- A review of good practice case studies from elsewhere, to inform innovative thinking regarding community facilities.

7. A strong economy and thriving community continued

- A review of different management and delivery models, for example where the centre is part-funded through complementary third sector organisations or wider community support.

9. *Providing additional support for non-retail businesses outside of the town centre*

The economy of Holt is dominated by jobs in the retail, tourism and leisure sector. Whilst these sectors have performed well in recent years, an over-reliance on a limited number of industrial sectors represents a structural risk to the local economy should unforeseen external factors arise such as a continued contraction in consumer spending. It is therefore prudent to seek to improve the level of support offered to existing non-retail and tourism businesses to ensure that they remain in the town and, where possible, seek to facilitate the growth and expansion of these sectors.

Holt benefits from a strong and well-organised social infrastructure with long-established and effective networks such as the Chamber of Trade. In addition to focussing on the needs of the town centre, these networks

could work harder at including non-retail and tourism businesses, understanding their needs and concerns and lobbying relevant agencies on their behalf.

To achieve this, it would potentially be worth exploring the expansion of the Chamber of Trade membership so that it is as widely representative of local businesses as possible. The Chamber of Trade could potentially organise itself around thematic areas with sub-groups focussing on specific sector locations such as retail / tourism and manufacturing or the town centre and Hempstead Road.

10. *Locally responsible business practices*

Holt benefits from a strong concentration of businesses and employment relative to its size. Each one of these businesses will be purchasing goods and services on a daily basis such as accountancy, legal advice, stationary, cleaning supplies and many more. Holt also benefits from a strong and organised platform of social infrastructure and community organisations such as the Chamber of Trade and Holt Area Partnership.

Using the Chamber of Trade as the lead agency, local businesses could enter into an informal agreement to seek to procure a percentage of the goods, services and works that they purchase each year from the local area. This type of initiative is promoted in current draft legislation which encourages procuring bodies to consider a more holistic view of 'best value' than simply to contract with the cheapest bidder. It encourages procuring agencies to consider how a contract can be procured in a way that might improve the economic, social and environmental wellbeing of their local area and where appropriate to write that social value objective into the contract process.

To achieve this, the Chamber of Trade should consider preparing some form of Local Economy Charter, setting out in detail the aim and ambition of supporting the local economy and targets for the proportion of goods and services that could be locally procured. This would be supported by the existing schedule of local businesses.

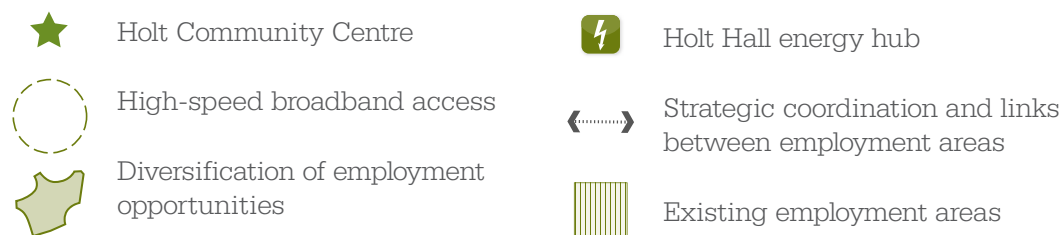
The delivery team could advertise an invitation to sign up to the charter to

existing Chamber members and other local businesses. This could involve a 'best endeavours' obligation to procure locally. An annual survey/evaluation framework should be established to monitor progress, success and the impact on local business performance.

Summary plan

The plan to the right provides a spatial illustration of the Vision for Holt proposals for ensuring a strong economy and thriving community in Holt. Each of the proposals suggested in this section which have spatial implications are shown on the plan, including:

- Developing opportunities for the diversification of the economy in town centre locations, the designated HO9 LDF site, at Holt Hall and the Thaxters site;
- Ensuring there is a coordinated approach in terms of the type of employment at each site and ensure relationships between these;
- Establish Holt Hall as a hub for the emerging environmental technologies sector; and
- Establish high-speed broadband access throughout the town.



Summary spatial plan of proposals

7. A strong economy and thriving community continued

DELIVERY TABLE

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	1	Promote economic diversification through provision of new business space	✓	✓	✓	NNDC							
	1a	Employment space over shops		✓		HTC	- Chamber - NNDC	✓		✓	- Private landlord investment - Rural Growth Network funding via LEP	- HTC motion	- Survey utilisation of space over retail premises - Work with landlord and tenant to explore conversion / letting for small business space - Support through planning - Translate policy into Neighbourhood Plan
	1b	Thaxters site			✓	NNDC	- HTC		✓		- NNDC feasibility funding - Rural Growth Network funding via LEP - Growing Places Funding via LEP	- NNDC motion	- Enter into discussions with owner / occupier to explore long-term business plan - Undertake detailed design and viability analysis - Identify appropriate sites for relocation - Broker agreement between current occupant and relocation site owner - Prepare Development Brief / Neighbourhood Plan
	1c	New development			✓	NNDC	- HTC	✓		✓	- Developer investment - Growing Places Funding via LEP	- Meetings between NNDC and landowners	- Secure proposal to deliver appropriate mixture of traditional and higher quality employment floorspace
	2	Securing high-speed broadband	✓			HTC	- All stakeholders - All landowners and occupiers - Community			✓	- NCC Broadband Programme - DEFRA Rural Communities Broadband fund	- NCC call for bids	- Canvass and secure support for bid from 100% of local community - Monitor and liaise with NCC about start of programme - Submit bid
	3	Provide additional support for traditional employment activities	✓			Chamber	- NNDC			✓	N/A	- Chamber motion	- Establish links with non-retail businesses, particularly at Hempstead Road - Liaise with NNDC to promote business support programmes through Chamber
	4	Creating new local businesses											
	4a	Free community market pitch		✓		HTC	- Youth Project - HAP - NNDC			✓	N/A	Establishment of market	- HTC to run free pitch competition for local community - Promote through Youth Project and SureStart - Link to NNDC business support and advice
	4b	HTC tenants			✓	HTC	- NNDC	✓	✓	✓	Cross-subsidy	- HTC motion	- Detailed designs for redevelopment of Church Street WCs to include mix of uses including small business space - Financial viability analysis and business planning - Secure temporary alternative W/Cs - Planning application - Procure works from local contractor

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	4c	Holt Hall Cottages as community interest company holiday accommodation	✓			Holt Hall	- Youth Project - HAP - Chamber	✓		✓	Private donations	- Meeting between stakeholders	- Seek consent from NCC to redevelop cottages - Establish appropriate delivery vehicle - CIC, Trust etc to take ownership and ongoing management - Secure in-kind contributions from local construction and management businesses - Establish community working group and undertake works - Ongoing lettings and property management
	5	Establishing Holt Hall as a centre for excellence for environmental technologies and training opportunities		✓		NNDC	- NCC - New Anglia LEP - NNBF - UEA / University of Cambridge	✓	✓	✓	- Growing Places Funding via LEP - Round 3 Regional Growth Fund - Heritage Lottery Fund	- Establish Holt Hall working group	- Secure support from relevant stakeholders to prevent closure - Link to established centres of excellence elsewhere to understand best practise - Prepare outline business case for conversion of facility and secure formal resolution from stakeholders - Prepare detailed business case - Create Shadow Board and Project Champion - Bid for funds
	6	Improving employment skills of young people	✓			Chamber	- Youth Vision - HAP - NNDC			✓	N/A	- Broker meeting between stakeholders	- Holt Youth project to identify prospective candidates and demand for skills - Chamber to identify mentor businesses - NNDC to input support measures where available and promote apprenticeships - Both to prepare informal agreements about candidate objectives and mentor offer
	7	Strengthen the community support network	✓	✓		HTC	- NNDC		✓	✓	- s106 / CIL - Growing Places Funding via LEP	- Coordination between providers	Audit community services available - Map occupancy patterns for retired and single households - Draw up gap analysis and improvement suggestions
	8	Review future of Holt Community Centre	✓	✓		Community Centre	- HTC - NNDC	✓	✓	✓	- CIL - Growing Places Fund - Round 3 Regional Growth Fund	- Meet between HTC and Community Centre	- Undertake architectural assessment of building - lifespan - Audit community group needs in area - Review good practice examples in UK - refurbishment and new build
	9	Provide additional support for non-retail businesses	✓			Chamber	- NNDC			✓	N/A	- Chamber motion	- Review Chamber of Trade membership - Incentivise businesses outside of the town centre to join the Chamber to increase membership from this sector
	10	Locally responsible business practises	✓			Chamber				✓	N/A	- Chamber motion	- Compile schedule of goods, services and works that are available in and around Holt - Consider appropriate % of annual business expenditure that could be directed locally (5%?) - Promote local procurement initiatives to all local businesses - Secure agreement to endeavour to procure at least 5% of goods, services or works locally over 2011/12 Eyr - Review at end of year and consider increasing % target

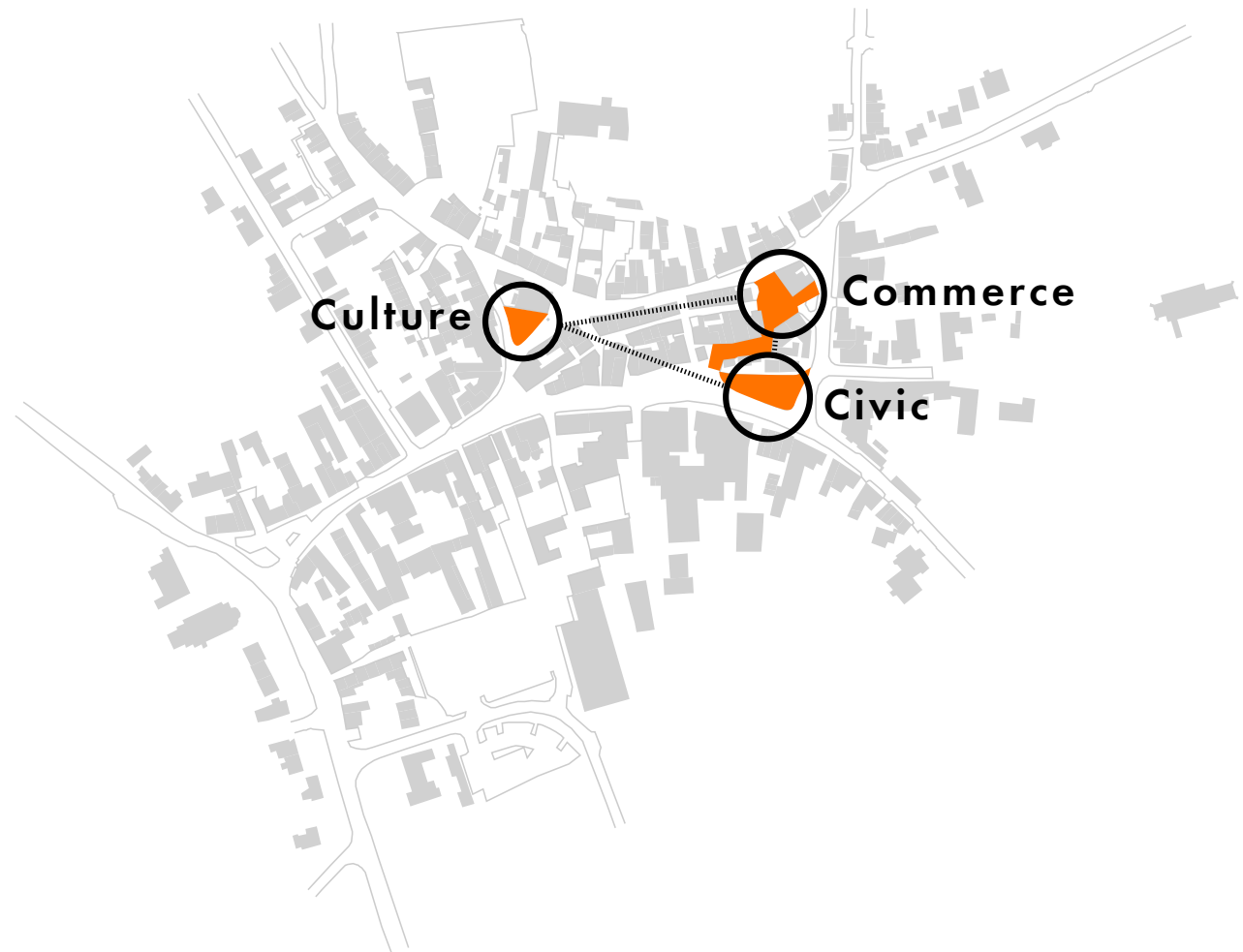
8. Enhancing Holt's public realm

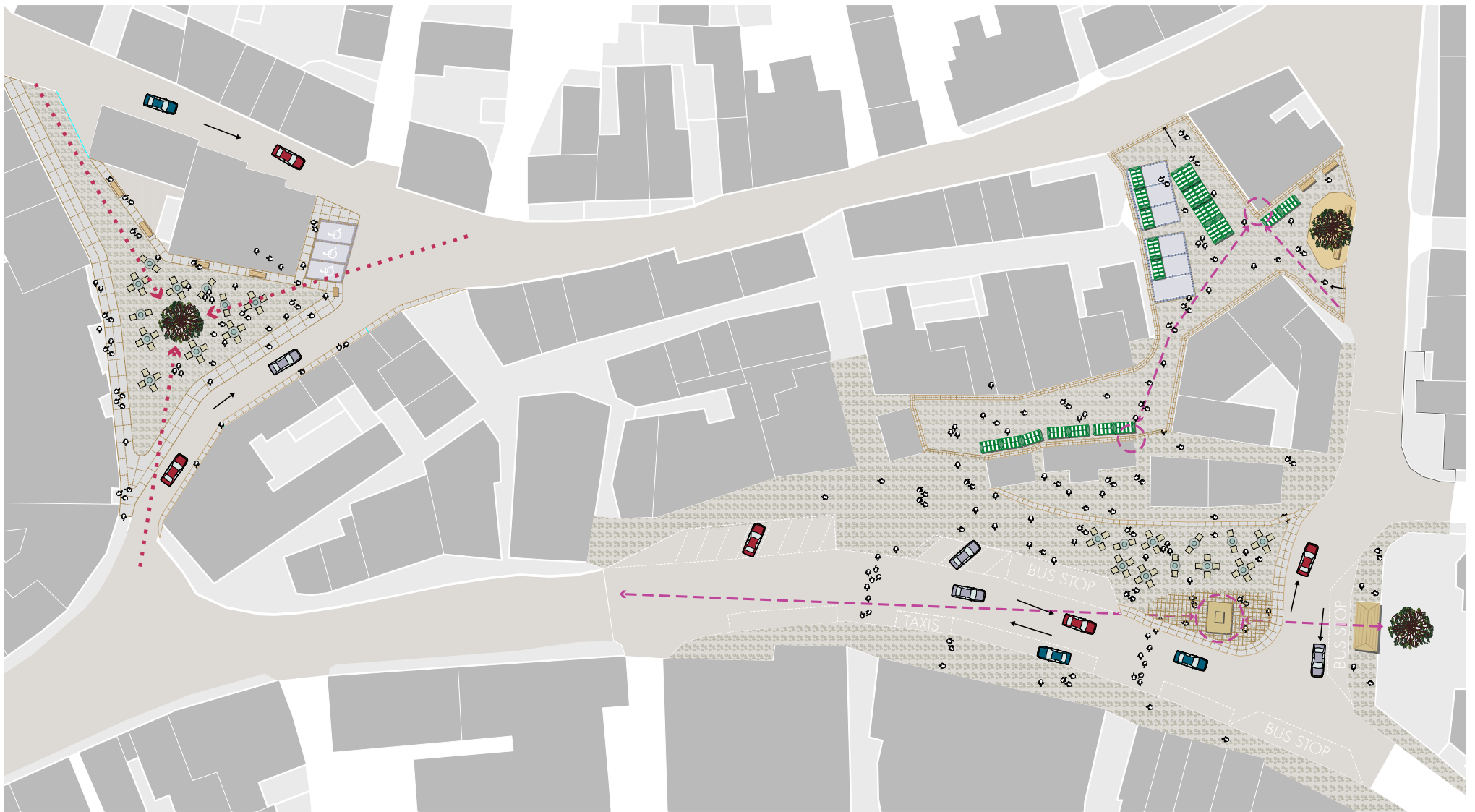
The Vision for Holt sets out a number of proposals for creating an attractive physical environment within the town centre and a key element of this strategy is the proposal to establish public spaces in the town centre which can help to support what have been termed the 'three Cs' - the civic, cultural and commercial activities of the town.

The plan to the right highlights the location of these spaces and the potential relationship between them, it covers:

- A civic and events space at the War Memorial/Market Place;
- A convivial public square at Shirehall Plain; and
- A new market square at Fish Hill/Star Plain.

This chapter sets out the proposals for these spaces in greater detail, identifying the layout options and the key characteristics for each space. It also identifies key technical and delivery issues such as the impact on parking, deliveries, traffic movement and public transport infrastructure, all of which have been kept to an absolute minimum to ensure that the sensitive equilibrium in Holt in terms of the physical environment and parking can be maintained.





A civic and events space

The War Memorial / Market Place area presents the greatest opportunity in Holt town centre to create a generous public space that can be used for civic and ceremonial activities in addition to more informal café uses and as a place to rest.

The handsome war memorial is currently surrounded by traffic lanes and is inaccessible to pedestrians. This section of Market Place is also incredibly wide, accommodating four lanes of traffic at a location where it is not strictly necessary.

In order to shift the priority for space in the town centre away from cars and towards pedestrians, and to create a more pleasant environment for residents, shoppers and visitors, we propose two options for connecting the War Memorial to the main pavement in Market Place and creating a new public space in the process.

The new space would open access to the War Memorial and provide it with a more suitable and sensitive setting. The space would provide attractive views along Market Place and the High Street towards Gresham's pre-preparatory school building, an attractive historic landmark in the town.

The space could accommodate town events and festivals, café activities and occasional market uses. It has the potential to become a real focal point for the town, something which has been identified as missing from the town centre during the project consultation events. The popular Holt Festival, Holt Lights and Armistice Day all have the War Memorial area as a focal point and improvement of this space can better support those activities and prompt new events and activities.

The two options for creating a new public space at this location are set out over the following pages. For each, the key characteristics and likely implications have been analysed in order to provide a steer on which of the options would be most suitable. As a result of this analysis, option 1 is presented as the preferred option for this space.

At this stage, these are high level plans. If they are supported, a detailed Traffic Impact Assessment would be required to test feasibility, along with detailed design work. This suggestion could be tested temporarily without any highways work being required, by cordoning off the small section of street which would be affected with cones and monitoring the impact of this.





Market Place and the War Memorial

A civic and events space continued

Option 1: New space on the north side of Market Place

- *Sun and shade* - this option would create a south facing public space and is likely to benefit from sunlight for most of the day, and the evening during summer months.
- *Built environment* - the proposal would link the public space to buildings which would currently benefit from refurbishment and enhancement. It would provide views of the attractive and consistent built frontage on the south side of Market Place. This option would also enable a longer viewing corridor to and from the public space, along Market Place and would place the public space directly in front of the Gresham's historic building.
- *Linked activities* - this option would provide a public space which could extend through to Fish Hill/Star Plain and could occasionally accommodate market activities linked to these spaces.
- *Traffic* – The proposals would close the section of Market Place to the north of the war memorial; all traffic would enter/exit Market Place on the south side of the war memorial. Market Place would effectively become a continuation of Station Road, and White Lion Street would end in a T junction with give way markings. This arrangement would be more straightforward than Option 2 for traffic manoeuvres.
- *Parking* – The proposals would result in the loss of the two parking spaces currently at this location, however these could be reprovided along Market Place on the southern edge of the proposed public space. In addition, if these were provided as angle parking (similar to adjacent bays on Market Place) then a total of six bays could be provided, meaning a net gain of four bays and helping offset the loss of other parking elsewhere in the town centre.
- *Service deliveries* - The design concept is proposed to minimise the impact on delivery wherever possible by reproviding on-street bays nearby. Specific consideration of provisions for delivery vehicles should be made at detailed design stage, and could for example include the dual-use of some on-street bays so they function as dedicated delivery bays at specific times of the day, and general parking bays at other times.
- *Buses* – The Santander bus stop on the northern side of Market Place would be reprovided as an inset bay on the southern edge of the proposed public space to serve existing routes using this stop. Some routes (e.g. route 9) which presently terminate at the Railway Tavern stop and come around the war memorial to commence their next run from the stop on White Lion Street would be affected by the closure of the northern section of Market Place. To address this it is suggested that these services are altered so they both drop-off and pick-up passengers at the Railway Tavern stop, then continue on in a one-way loop arrangement via High Street, Norwich Road and Kerridge Way, connecting back to the southbound route at Station Road. This arrangement has the added advantage of going past Budgens; an additional bus stop could be provided here to serve shoppers.
- *Delivery* - this option would require longer term planning and could be considered in partnership with local businesses, as part of a BID scheme or through planning gain in the local area. Existing businesses on the south side of Market Place are more likely to be in a position to benefit from and part-fund the proposals.



A civic and events space continued

Option 2: New space on the south side of Market Place

- *Sun and shade* - this option would create a north facing public space and is likely to be in shadow for most parts of the day due to the close proximity of the buildings to the south.
- *Built environment* - the proposal would link the public space to attractive and consistent built frontage on the south side of Market Place but would provide views of the less attractive buildings on the north side of Market Place.
- *Linked activities* - this option could connect to existing or new café activities operating from the buildings on the south side of Market Place. It would not link to any activities at Fish Hill/Star Plain.
- *Traffic* – The proposals would close the section of Market Place to the south of the war memorial; all traffic would then enter/exit Market Place on the north side of the war memorial. This would create a difficult manoeuvre for larger vehicles such as buses. It would also create a difficult arrangement for the Market Place/ White Lion Street/ Church Street junction. Furthermore creating a public

space on the south side would effectively remove vehicle access to the yard which is accessed from the southern side of Market Place.

- *Parking* – The proposals would result in the loss of the five current parking spaces at this location, however it should be possible to re-provide these as inset bays along Market Place on the northern edge of the proposed public space.
- *Service deliveries* - The design concept is proposed to minimise the impact on delivery wherever possible by reproviding on-street bays nearby. Specific consideration of provisions for delivery vehicles should be made at detailed design stage, and could for example include the dual-use of some on-street bays so they function as dedicated delivery bays at specific times of the day, and general parking bays at other times.
- *Buses* – the Railway Tavern stop would need to be retained in its current position to service existing routes. However it would result in operational difficulties for some services (e.g. route 9 which terminates at this stop and then comes around the war memorial to commence the next run from

the stop on White Lion Street). Some of these services would need to be significantly re-routed through the town centre, which would have operational and timetabling implications. The junction arrangement would also be difficult for buses to manoeuvre.

- *Delivery* - this option would require longer term planning and could be considered in partnership with local businesses, as part of a BID scheme or through planning gain in the local area. Existing businesses on the south side of Market Place are more likely to be in a position to benefit from and part-fund the proposals.



Option 2 for a new civic square

A civic and events space continued





A convivial public square

Shirehall Plain currently serves as a key destination in Holt, to some extent, as a result of its location surrounded by small shops and the activity generated from Byfords deli and restaurant. However, the space is currently dominated by parking, set out in a rather convoluted arrangement, and its potential is unfulfilled.

The independent shops and galleries are squeezed by narrow pavements and outdoor dining at Byfords restaurant is heavily restricted by the width of the pavement in this location. Space for people working in the town to sit and enjoy a sandwich or read the newspaper at lunchtime is very limited.

Holt's monument to the Great Fire of Holt is hidden behind the car parking spaces and the pavement in this area is divided so as to provide very little space for pedestrians. A bench does exist and the south facing aspect of the pavement provides a comfortable space to sit and pause.

By creating a public space in this area, it would be possible to make the most of this south facing space and the attractive and organic built fabric which surrounds the space. Local shops would benefit from greater pedestrian space and a more generous outdoor seating area could be

established for Byfords and/or other eateries in the area.

Shirehall Plain sits at a focal point for the town, with viewing corridors from a number of directions - Bull Street, the High Street and Albert Street. The plans for the creation of a public space include developing a visual marker to connect these different areas and celebrate this location. It need not be large in scale and we have suggested a small, locally appropriate tree but could consider other options in place of this.

This section sets out two options for creating a public space for meeting friends, dining and other cultural and leisure events. The first option includes the creation of a larger public square that incorporates the area fronting the independent shops and removes this part of the street from traffic circulation. The second option retains the existing highways layout and simply creates a public space in the central area. Neither of the options are considered to be preferred.

At this stage, these are high level plans. If they are supported, a detailed Traffic Impact Assessment would be required to test feasibility, along with detailed design work. This suggestion could be tested temporarily without any highways work being required, by cordoning off the small section

of street which would be affected with cones and monitoring the impact of this.



A convivial public square continued

Option 1: A new public space for Shirehall Plain, connecting to Byfords

- *Sun and shade* - This option creates a public space in a south facing area which will benefit from sun for much of the day.
- *Built environment* - This option would connect the space to Byfords, an attractive historic building.
- *Linked activities* - this would enable the public space to be used directly by Byfords and other businesses on the west side of Shirehall Plain, without these having to cross a road to reach the space.
- *Traffic* – The proposals include closing the western section of Shirehall Plain during the day time to encourage café seating and other activities to spill out into the space. This section of road provides access to Albert Street and Chapel Yard car park; closure of this section of road will result in some traffic shifting onto New Street and Cross Street. By limiting the hours of road closure (e.g. to outside of peak hours) this impact can be ameliorated by ensuring it only affects off-peak traffic. However, the proposals may require improvement to the New Street/High Street junction, depending on the outcome of a detailed traffic study. If this was the case, it could come forward in conjunction with the replacement of the building which currently houses Barclays Bank.
- *Parking* – The design results in the loss of eight parking spaces in order to provide an improved pedestrian environment and public realm. The loss of two of these spaces can partially be offset by the creation of two new spaces in the proposed improvements around the war memorial (see below). There is also potential to provide additional cycle parking incorporated into the public realm at this location.
- *Delivery* - This would need to be taken forward in the longer term, either in conjunction with local businesses or through a BID scheme or through planning gain from development in the local area. By connecting the square to local businesses, they are more likely to be in a position to benefit from and part fund the proposal.



Option 1 for a square at Shirehall Plain

A convivial public square continued

Option 2: A stand alone new public space for Shirehall Plain

- *Sun and shade* - This creates a public space in a south facing area which will benefit from sun for much of the day.
- *Built environment* - This option would connect the space to Byfords, an attractive historic building.
- *Linked activities* - this would enable the public space to be used directly by Byfords and other businesses on the west side of Shirehall Plain, without these having to cross a road to reach the space.
- *Traffic* – The proposals include conversion of the western section of Shirehall Plain to shared space. The impact on traffic of such a design would be minimal; vehicles would still be able to access Albert Street. The design of the area as shared space may dissuade some drivers from using this section of road - some traffic may choose to travel via New Street/ Cross Street instead - however, it is unlikely that the design alone will result in significant diversion of traffic.
- *Parking* – The design results in the loss of eight parking spaces in order to provide an improved pedestrian environment and public realm. The loss of two of these spaces can partially be offset by the creation of two new spaces in the proposed improvements around the war memorial (see previous pages). There is also potential to provide additional cycle parking incorporated into the public realm at this location. This option could enable a public space to be created for use during the summer months, which could also accommodate parked cars during the winter months when the public space would be used far less frequently.
- *Delivery* - This would need to be taken forward in the longer term, either in conjunction with local businesses or through a BID scheme or through planning gain from development in the local area. By connecting the square to local businesses, they are more likely to be in a position to benefit from and part fund the proposal.



Option 2 for a square at Shirehall Plain

A convivial public square continued



A new market square

The urban design analysis for the Vision for Holt identified Fish Hill and Star Plain as the most under-performing public spaces in Holt town centre. Potential exists in this area to create a more meaningful public space that can support activities which strengthen the offer in the town.

Star Plain is framed by buildings which help to create a natural square. Although not all of these buildings are of the highest quality, the sense of enclosure they provide for Star Plain identifies this space as having great potential.

Fish Hill connects Star Plain and Bull Street to Market Place and could play an extremely important role in the general pedestrian network in the town. The space currently has shops fronting one side of the walkway, but is blank on the other side, which results in a less attractive physical environment for pedestrians. Potential exists in this location to bring activity to the blank facades through market stalls, and to broaden the retail offer of Holt in the process.

It is suggested that a fantastic opportunity exists to create a dynamic public space and support a regular market for the town. A consistency can be brought to the surfacing which effectively links Star Plain to Market Place. The removal of one parking space can open up the pedestrian

network from the west and the longer term sensitive replacement of the lower grade single storey building here can help to improve the built environment and create an enhanced sense of enclosure. Seating can be added in this area, close to the existing tree and along the front of buildings, which can support market activity. It might also be possible to close one of the two entrances to White Lion Street, giving over greater space for pedestrians.

If the market proves popular, it could spill out into adjacent areas and raise the profile of both of these hidden spaces and bring them into use. The market could also extend into Market Place, bringing it back to its original use, and to Church Street, raising the profile of this important street with community and civic buildings.

This idea could be tested without any improvements to the public space and the associated costs. These could follow once the demand for the market and the most suitable landscape requirements are identified through the testing phase.

Over the following pages, we set out the key characteristics for this proposal and illustrate how it might look both with and without a market in place.



A new market square continued

The key characteristics of the new market square

- *Sun and shade* - The square is in an enclosed position and is likely to be in shade for some parts of the day. This is unlikely to have an impact on the potential of the square and may be more suitable as a market site.
- *Built environment* - By creating consistent surfacing and providing seating in front of buildings and close to the tree, an attractive and more usable public space can be created, which is effectively linked into the pedestrian network in the town and helps to raise the profile of Bull Street.
- *Linked activities* - a public market in this location would link very well with the new civic space by the War Memorial, if this is created on the north side of Market Place. There could be potential for market activities to spill out into this area.
- *Traffic* – The proposals include closing the short section of road on the north side of the small island to traffic where Fish Hill meets White Lion Street. This is not anticipated to have a significant impact on traffic movement; traffic can still enter Fish Hill from White Lion Street (on the south side of the island), and exit via Bull Street.
- *Parking* – The proposed design results in the loss of one parking space in order to provide an improved pedestrian environment and public realm. The loss of these spaces can be offset by the creation of two new spaces in the proposed improvements around the war memorial (see page 64-67). There is potential to provide additional cycle parking in this area.
- *Delivery* - This would need to be taken forward in the longer term, either in conjunction with local businesses or through a BID scheme or through planning gain from development in the local area. By connecting the square to local businesses, they are more likely to be in a position to benefit from and part fund the proposal.

A new market square continued

Improved physical environment in Star Plain/Fish Hill



Potential for a market at Star Plain/Fish Hill





8. Enhancing Holt's public realm continued

A coordinated public space strategy

The proposals for Market Place, Shirehall Plain and Fish Hill/Star Plain set out over the previous pages illustrate that it is possible to transform Holt's public realm and create meaningful public spaces that support the town's public life through civic, cultural and commerce related squares. Furthermore, it is possible to achieve this without disrupting the traffic and transport flow of the town or losing a large number of parking spaces.

In terms of parking, the proposals for creating three new public spaces result in the loss of either nine short term parking spaces (if option 2 is developed at Market Place) or five spaces (if option 1 is developed). This is a very small proportion of the 460 spaces in the town and adheres to the overall principle for the Vision of retaining as much parking as possible.

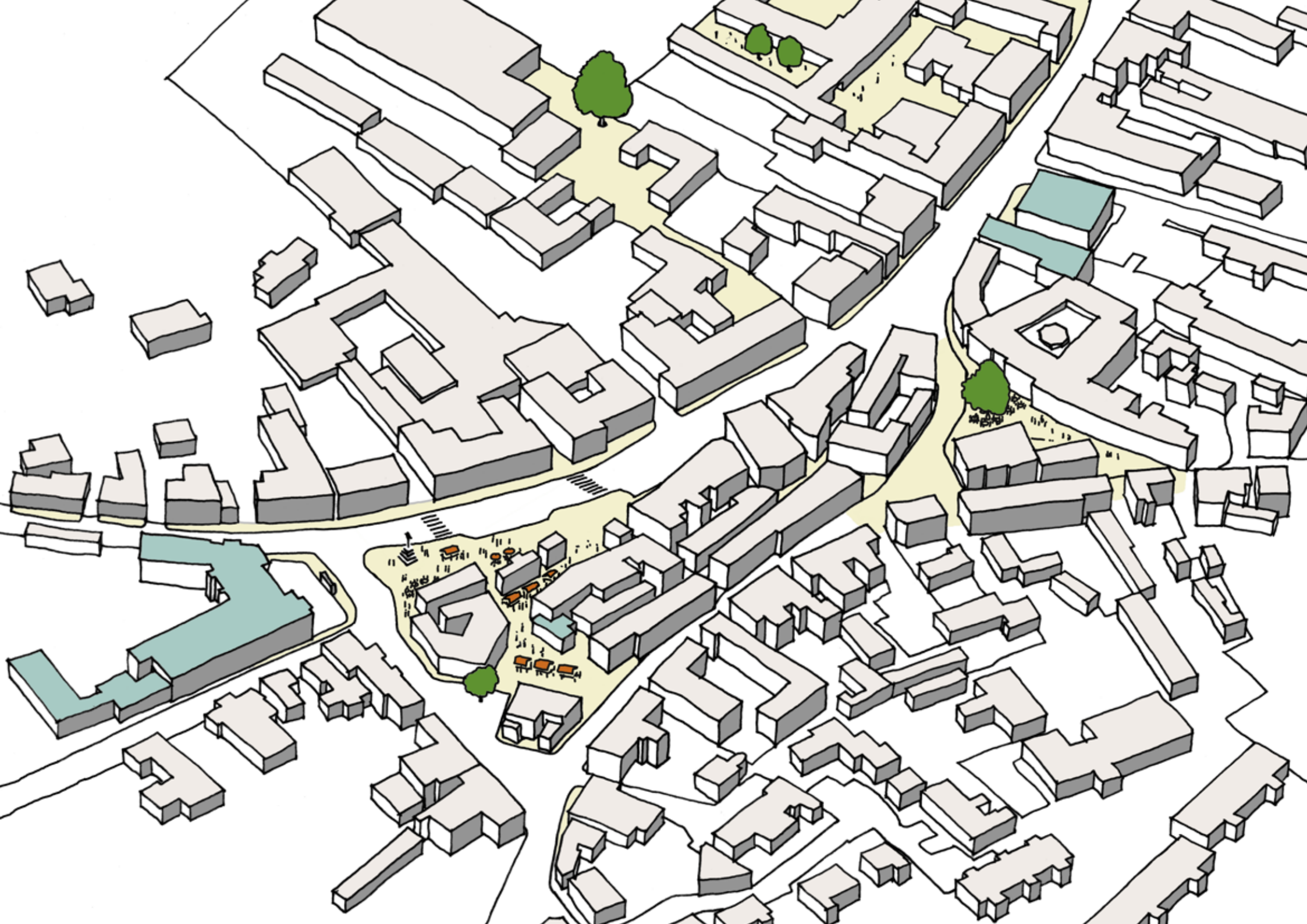
In terms of public transport, proposals for both Shirehall Plain and Fish Hill/Star Plain do not impact on the operation of buses in the local area. The proposals for Market Place result in minor adjustments to the pick up and drop off points for buses, but these are not considered to be problematic and do not result in buses having to extend their journey in any way.

In terms of traffic flow, the Shirehall Plain proposal does not impact upon the vehicular network.

Options for Shirehall Plain either accommodate traffic on the existing vehicular network or result in the closure of a small street section, with some cars re-routed along New Street. Further studies would be needed to assess the potential impact of this, but it is important to note that the space can be created without a shift in the highways layout.

At Market Place, creating a public space on either side of the street results in an adjustment of the road layout. However, accommodating the new space on the north side of the street is considered to work well with the existing road alignment and would have minimal impact on traffic flow.

The plan to the right provides an aerial view of how these new public spaces might look within the existing built fabric of Holt town centre. The plan also highlights buildings which may benefit from longer term redevelopment such as the buildings which currently house Barclays Bank and Starlings and the single storey building at Star Plain, or refurbishment, in the case of the Gresham's building overlooking the War Memorial and Market Place.



9. Delivering the Vision

Delivering the vision

This chapter sets out a high level delivery programme for the Vision of Holt, including general information on current and emerging funding sources for development, community and transport projects and action plans for the proposals within the Vision.

Overarching approach

The Holt Vision contains a diverse range of projects that involve many different stakeholders, opportunities and challenges. It is envisaged that individual projects that have been proposed will be led by different agencies and organisations and will be supported by different combinations of stakeholders and community groups. As many of the projects as possible have been deliberately designed to be potentially deliverable regardless of the currently limited public funding regime and seek to build on the policy drive towards community led initiatives.

In order to promote a comprehensive approach to the suite of projects suggested, it is proposed that the Holt Vision Board is retained as a 'Town Team'. The Vision Board is a strong group that through this project has demonstrated good leadership and organisation and is considered

representative of the diverse range of interests and groups present in Holt. Suggested membership of the town team (including specific departments or teams) is as follows:

- North Norfolk District Council (economic development providing a link to the New Anglia LEP, planning and / or conservation);
- Norfolk County Council (highways and / or economic development, Holt Hall manager);
- Holt Town Council;
- Holt Area Partnership;
- North Norfolk Community Partnership;
- Holt Chamber of Trade (retailer, manufacturer, business services, leisure);
- Holt Youth Project;
- Holt Society; and
- Gresham's School (estates).

The role of the Holt Town Team will be to 'own' the Holt Vision and co-ordinate and monitor progress with the delivery of as many of the projects contained within this report as possible. Suggestions for leadership and support of each of the individual projects are set out in the tables in this report and it is envisaged that the Town Team would use the tables as the basis for their

work plan and co-ordinate the various resources.

The Holt Town Team could be formalised by the adoption of a memorandum of understanding or partnership accord which, although non-binding, would commit the various stakeholder group representatives to continued work on the Vision and set out a shared goal and basic terms of reference. The Town Team could then meet quarterly to monitor and evaluate progress with the various projects suggested, with supporting stakeholders invited to the meetings where relevant.

The first meeting after the completion of this study would review all of the projects proposed and seek to prioritise and programme where to deploy resources over the next two to five years. In the preceding sections we have provided high-level recommendations on how each of the projects could be progressed.

Summary of available funding tools

After the severe financial cuts imposed by central government during 2010 and 2011 and the austerity business plans put in place by local government agencies, there are now after 12+ months of very limited availability, some funding programmes and financial tools that local areas such as Holt can consider to support the delivery of regeneration and growth projects.

Before outlining specific sources of funding and new mechanisms there are a number of overarching points worth considering as follows:

- *Scale*: Whilst some funding is becoming available for regeneration and growth projects, the overall scale of funding is significantly smaller than previously. This implies that individual grants for projects will need to be more modest.
- *Speed*: Funding programmes are emerging suddenly and in some instances with only very limited timescales (sometimes spanning as little as a month) to make grant applications. Bidding agencies therefore need to have pre-prepared projects capable of forming the basis of funding bids and need to be able to respond quickly to calls for applications.



9. Delivering the Vision continued

- *Outputs:* Current funding programmes are targeted almost exclusively at economic growth. In addition, whereas in the past agencies would accept the delivery of outputs such as job creation many years after the granting of funds, today's programmes seek a much more rapid return on investment.
- *Financial returns:* A number of current funding programmes seek to create revolving investment funds where there is a direct financial return that can sustain and replicate projects. Historically, funds were often written off in return for non-financial outputs such as job creation.
- *Local Economic Partnerships (LEPs):* Many of the new mechanisms and funds are being channelled through the LEPs with County Council's acting as the accountable body. Local agencies therefore need to build strong relationships with these organisations to optimise access to funding pots and tools. In this instance, the relevant LEP is New Anglia which represents Norfolk and Suffolk. New Anglia is actively working with central Government to make the case for investment in their area and are currently formulating the approach taken to bidding for and distributing funds at the local level.

Funding opportunities and tools

Below we have provided a brief background to a number of funding sources and mechanisms that could be relevant to the Holt Vision (we have therefore excluded reference to major EU sources such as European Regional Development Fund). It should be noted that this is not an exhaustive list of sources and that individual public agencies should be monitored on an ongoing basis in order to identify opportunities.

Regional Growth Funding

Launched early on in the life of the coalition government by BIS, the Regional Growth Fund has now allocated £1.4bn of funds since 2010 through two completed bidding rounds. The Chancellors Autumn Statement (2011) promised a further £1bn before 2014. This is perhaps the single largest source of relevant funding likely to exist for the current parliament. Recipients were originally focussed in the private sector but the second round of awards included a growing number of public agencies. The overarching objective of the fund is to help those areas and communities currently dependent on the public sector to make the transition to sustainable private sector-led growth and prosperity.

In the context of the Holt Vision, major projects such as the ideas for Holt Hall could represent a potential third round bid but the idea would need further feasibility and analysis as soon as possible.

Growing Places Funding

The New Anglia LEP has been earmarked for £12m of Growing Places Funding, a scheme launched by CLG in November 2011. Growing Places Funding is intended to quickly deliver economic growth and private investment through unlocking sites and projects. Growing Places Funding is one of a new breed of programmes that is intended to create revolving funds where financial returns are generated through the initial grant in order to create a self-sustaining investment funds. We are advised that the New Anglia LEP is currently considering how and where to prioritise its funding.

Projects contained within the Holt Vision that could be considered relevant to Growing Places Funding would include the increased utilisation of vacant property for employment space, the redevelopment of the Thaxters site or the redevelopment of Holt Hall. The proposed Town Team should either through NNDC or directly, seek to liaise with the New Anglia LEP to monitor their spending criteria and opportunities for submitting bids.

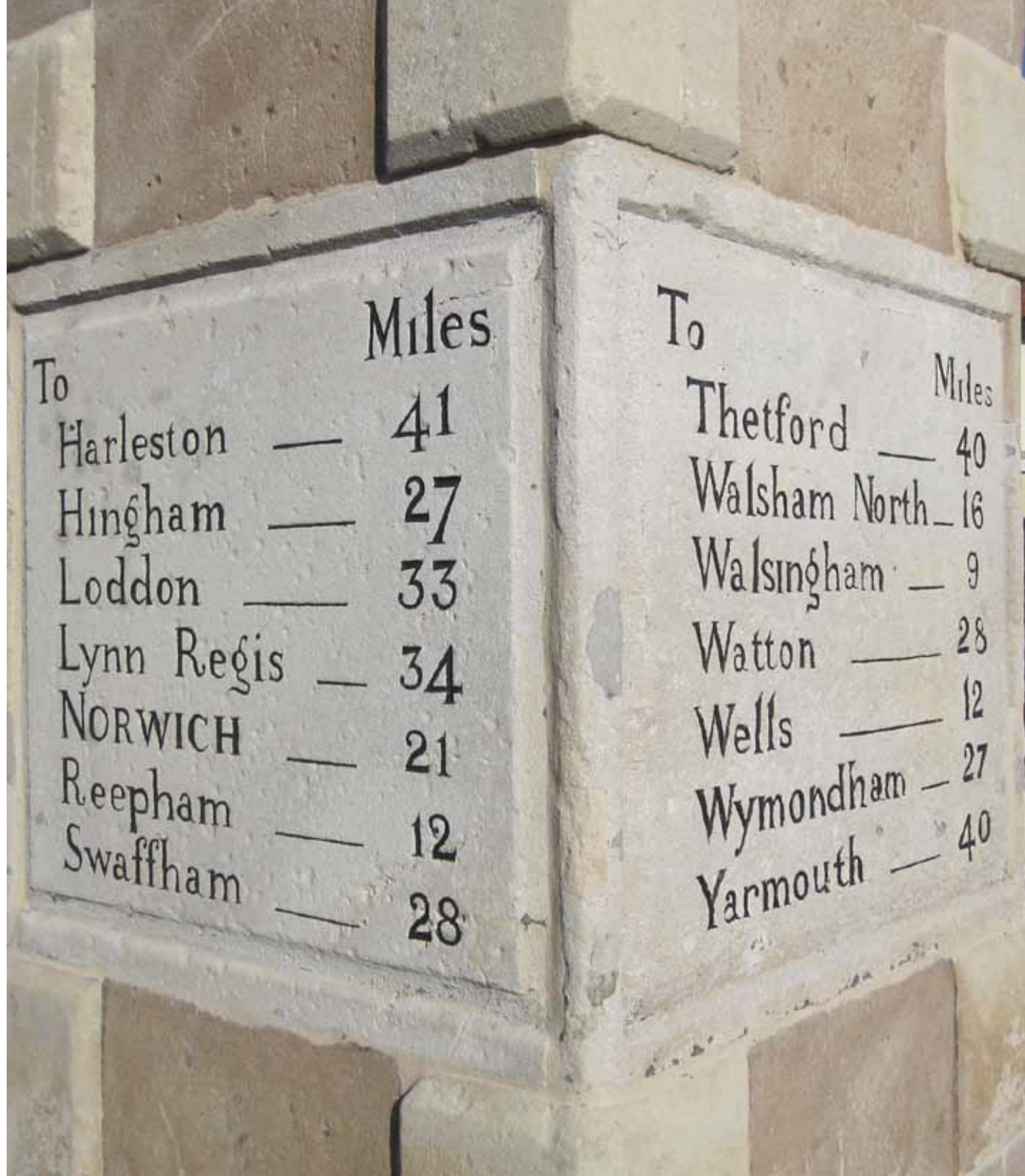
New Homes Bonus

New Homes Bonus (NHB) is a payment made to Local Authorities by CLG for each new residential unit delivered in its area. It is one of the earliest tools to be introduced by the coalition Government and possibly the simplest to apply. It is designed to incentivise housing development in an area partly in response to the abolition of regional housing targets.

In many instances, Local Authorities have already accounted for potential NHB income from housing allocations and made decisions about where it is spent but ultimately have complete freedom over how to deploy any income received for example for service delivery or funding local projects such as those contained within the Holt Vision. The proposed Town Team should liaise directly with NNDC in relation to the anticipated use of NHB arising from new development in and around Holt.

Rural Growth Network

Launched at the end of December 2011, DEFRA is seeking to establish six rural growth network pilots to demonstrate how economic growth can be delivered in rural locations. Available to Local Authorities and LEPs, the programme seeks to accelerate the development of employment sites and economic development projects in rural areas. There is around £15m of funds available for the



9. Delivering the Vision continued

first round and applications are due in to DEFRA by the end of January 2012.

Holt's rural context could make it a strong candidate for this type of programme and we are aware that the NEW Anglia LEP is making a bid on behalf of all rural districts in its area (including North Norfolk) for funds.

Rural Community Broadband Fund

Launched at the end of November 2011, this is another DEFRA scheme which seeks to provide grants to rural communities to establish super-fast broadband in hard to reach areas. This programme is in addition to the Say Yes to Superfast Broadband programme being led by Norfolk County Council and should be considered in parallel for Holt. The deadline for expressions of interest is the end of January 2012.

Business Improvement Districts (BIDs)

See main body of the report (page 52).

Section 106

Section 106 contributions from new development remains a relevant source of funding where clear links can be demonstrated between new development and local projects. There are a number of relatively large developments likely to be delivered in Holt over the next few years for

which s106 represents a potentially useful source. The proposed Town Team should liaise with NNDC on likely future section 106 contributions from development in and around the town in order to agree appropriate spend priorities. It could for example be possible to earmark funds from any new town centre development towards the delivery of the public realm enhancement projects.

Community Infrastructure Levy (CIL)

CIL is a new mechanism for Local Authorities to apply which secures funding from new development to under-write the cost of infrastructure. Whilst it shares similarities, it is different to s106 and will run in parallel. CIL is a tariff based system which is applied to development on a sliding scale and is intended to be payable on the granting of planning permission. North Norfolk has yet to adopt a CIL policy.

Heritage Lottery Fund

The Heritage Lottery Fund operates a large number of increasingly well resourced funding programmes. Programmes range from those geared towards creating or improving public spaces to small scale grants for places of worship to major funds for town centre improvements. We are advised informally that after a period of relative inactivity, the Heritage Lottery Fund is

once again undertaking a major drive to engage communities and invite proposals. In relation to the Holt Vision, the proposed Town Team should undertake a review of the available HLF programmes and liaise with the HLF about eligibility of projects such as the new public spaces and public realm improvements.

HLF has historically prioritised education and training opportunities as a key element of any programme of heritage investment. This could provide a strong footing for projects such as the development of Holt Hall as an environmental technologies and training centre.

Miscellaneous County and District Council funds

Despite budget cuts, North Norfolk District and Norfolk County Councils still have a range of small scale grant funding programmes which local community and business groups can access. The District Council also provides a useful and important sign-posting role to EU and non-government funding programmes such as the National Lottery and other charitable trusts and organisations.

Local Sustainable Transport Fund (LSTF):

A £560m fund, available to local transport authorities between 2011 and 2014, seeking to enable the delivery of sustainable transport

solutions that both support economic growth and reduce carbon emissions. This could include for instance: tackling problems of congestion, improving the reliability and predictability of journey times, enabling economic investment, revitalising town centres, and enhancing access to employment through the provision of enhanced public transport, walking and cycling routes. Projects should be self-sustaining beyond the fund period. Applications can be made by the local transport authority.

Better Bus Areas fund

The Transport Minister has recently announced a new £50 million fund initiative which will see bus operators working in partnership with local authorities to increase passenger numbers. Successful bids must have the backing of at least one major local bus operator. Full details of the fund have yet to emerge, but initial information suggests that bids could include measures to reduce congestion, provide better information to passengers, enhanced bus services or make improvements to bus stations. Local authorities wishing to bid for money from the Better Bus Areas fund will be asked to submit bids in February for the award of funding by the end of March. In addition to this fund there is also a further £10 million to support the development of Community Transport.

Coastal Communities Fund

Last year the Government launched a new Coastal Communities Fund designed to support the economic development of coastal communities. The definition of a coastal community for the purposes of the Fund is any coastal settlement within a local authority whose boundaries include UK foreshore, so Holt may fall within this definition. The fund will be available on a bid basis and the Government is in discussion with the Big Fund, part of the Big Lottery Fund, about delivery of the funds to communities. Full details of the fund have yet to be released, but it is understood that a wide range of projects will be eligible, including those that support charities, the environment, education and health. Further details of this fund should be sought to determine if Holt can be defined as a coastal community, and if sustainable transport projects such as bus service improvements, or walking and cycling measures, could be considered.

Future funds and mechanisms to monitor

Community First Fund:

Community First is an £80 million fund to support community organisations that will run until March 2015. It comprises £30 million Neighbourhood Match Fund which will provide small grants for deprived areas and a wider national £50m

Endowment Match Challenge will seek to do the same but with high levels of match funding from local philanthropists.

Whilst historically Holt may not have been eligible to apply for these funds and may not therefore have been approached by the relevant agencies, research undertaken as part of this project could contribute to a case being made to the Community Development Foundation who are responsible for administering funds on the basis of evidence of deprivation. This type of funding would be appropriate to support many of the local community organisations in particular those supporting elderly residents and undertaking small scale environmental improvements.

Big Society Capital:

Previously known as the Big Society Bank, this new fund seeks to provide support for community level organisations that invest in the social sector. It will invest directly in to organisations alongside others to help them grow and in turn provide more finance to social enterprise, help to establish a social investment market and underwrite innovative approaches to financing social initiatives.

9. Delivering the Vision continued

Big Society Capital has not yet been formally launched and the criteria for bidding agencies remains unconfirmed but this could provide a useful source for many of the community organisations operating in the town such as the Youth Project.

Rural Economy Grant (up to £60 million):
DEFRA will offer grants of £1 million or more for micro and SME businesses to boost farm competitiveness, and support significant growth in the agri-food, rural tourism, forestry, renewable energy, and other high-potential (e.g. ICT and creative) sectors particularly. The fund will be launched in early 2012.

It is likely that DEFRA will invite applications from local businesses and so the existing Chamber of Trade should monitor and disseminate information as and when it becomes available.

Skills and Knowledge Transfer (up to £20 million):
DEFRA will manage a flexible and locally targetable skills training programme to enable rural business growth. The fund will be launched in summer 2012 following completion of existing local skills programmes.

Re-localisation of business rates:
CLG now looks almost certain to implement the part-re-localisation of non-domestic rates. These are currently collected by the Treasury and redistributed according to a needs-based formula, and this proposal would create a much clearer relationship between the economic performance of an area and the proportion of business rates generated that it can keep and re-invest into local projects. In addition, should the derivative Tax Increment Finance approach be adopted, relevant agencies will be able to debt fund infrastructure improvements to unlock growth. This has the potential to deliver significant economic stimulus, generate place competitiveness and entrepreneurialism if Local Authorities are allowed to retain a meaningful proportion of any business rate uplift.

Regional Growth Funding (round 3):
See page 94.

The funding landscape for growth and regeneration projects is currently very dynamic and changing rapidly with new initiatives and programmes being announced on an almost monthly basis. The Holt Town Team should seek to monitor existing and future opportunities as more will almost certainly emerge over 2012.

Vision for Holt Action Plan

The following pages set out the combined action plan for the themed proposals established in the Vision for Holt, including:

- The project lead;
- The broad timescale for the project
- Organisational support for the proposal and key delivery partners;
- The capital, revenue and social funding requirement;
- Potential funding sources for the project
- Delivery triggers; and
- The next steps.



9. Delivering the Vision continued

AN ATTRACTIVE PHYSICAL ENVIRONMENT

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	1	Establish spaces for the three C's		✓		NNDC	- NCC Highways - HAP - HTC - HCP - Chamber - Holt Society	✓	✓		- s106 - Highways budget - BID funds - NNDC funding - Heritage Lottery - Private contributions	Establish Public Realm Working Group	- Translate into Neighbourhood Plan - Agree detailed physical scope - Agree phasing - Cost estimate - Secure funds - Procure & implement
	2	First impressions			✓	NNDC	- NCC Highways - HAP - HTC - HCP - Chamber - Holt Society	✓	✓		- s106 - Highways budget - BID funds - NNDC funding - Major landlords	Establish Public Realm Working Group	- Translate into Neighbourhood Plan - Agree detailed physical scope - Agree phasing - Cost estimate - Secure funds - Procure & implement
	3	Create an attactive and continuous network		✓		Chamber	- NNDC - HAP - HTC - HCP - Holt Society	✓		✓	- Landlords	Establish Public Realm Working Group	- Translate into Neighbourhood Plan - Identify detailed areas for improvement - Identify specific landlords and tenants - Liaise with landlords and tenants to agree measures
	4	Enhancing Holt's three retail loops		✓	✓	Chamber	- NNDC - HAP - HTC - HCP - Holt Society	✓		✓	- Landlords	Establish Public Realm Working Group	- Translate into Neighbourhood Plan - Identify detailed areas for improvement - Identify relevant landowners - Identify options to create / extend retail activity
	5	Shop front improvements	✓			NHDC Planning	- NNDC - HTC - Holt Society - Chamber	✓		✓	- Landlords - BID funds - Heritage Lottery Fund	Establish Public Realm Working Group & Holt Conservation Area Appraisal and Management Plan	- Translate into Neighbourhood Plan - Identify shop fronts for improvement - Liaise with individual landlords and tenants - Use of reasonable and proportionate planning controls by NHDC
	6	Ensuring new development is sensitive to historic environment	✓	✓	✓	Holt Society	- NNDC - HTC			✓	- N/A	Individual planning applications	- Ensure availability of relevant design guides - Establish local design review panel - Request NNDC development control refer applicants to design review panel - Use of reasonable and proportionate planning controls by NHDC
	7	Sensitively replacing and refurbishing key buildings in town centre			✓	HTC	- NNDC - Holt Society			✓	- Private investment	Neighbourhood Plan & Holt Conservation Area Appraisal and Management Plan	- Promote redevelopment of properties through proactive policies in Neighbourhood Plan - Use of reasonable and proportionate planning controls by NHDC

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	8	Consider establishing an historic core zone	✓			HTC	- NCC - NNDC - Holt Society			✓	- Heritage Lottery Fund	Neighbourhood Plan & Holt Conservation Area Appraisal and Management Plan	- Identify and agree indicative historic core zone - Translate historic core zone into Neighbourhood Plan
	9	Making small improvements now											
	9a	Replace red paving	✓			NCC Highways		✓			- NCC programme	- Establish Public Realm Working Group	- Identify areas of paving to be replaced - Work with NCC to secure works in general maintenance programme
	9b	Improve A148 roundabout	✓			Chamber	- NCC Highways			✓	- Private landlords / tenants	- Establish Public Realm Working Group	- Agree detailed parameters for improvement - for e.g. planting - Invite annual bids from landlords / tenants / activities for sponsorship
	9c	Remove unnecessary shop signage	✓			Chamber				✓	- N/A	- Establish Public Realm Working Group	- Identify unsightly / unnecessary signage - Seek agreement from relevant body for removal
	9d	Remove unnec. street furniture	✓			HTC				✓	- N/A	- Establish Public Realm Working Group	- Identify surplus 'clutter' - disused benches, posts etc - Seek agreement from relevant body for removal
	10	Raising the profile and quality of Lees Yard			✓	HTC / land owner	NNDC	✓			- Private investment	Neighbourhood Plan	- Liaise with landowner to secure best outcome

9. Delivering the Vision continued

A WELL CONNECTED PLACE

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	1	Improve walking links between resi neighbourhoods and town centre		✓	✓		- NCC Highways - NNDC	✓			- s106/CIL - NCC funding - NNDC funding	- Establish Transport Working Group	- Identify priority walking links - Incorporate into Neighbourhood Plan - Design improvements - Cost estimate - Secure funds - Procure & implement
	2	Provide new pedestrian crossings on High Street			✓		- NCC Highways - NNDC	✓			- s106/CIL - NCC funding - NNDC funding	- Establish Transport Working Group	- Identify priority walking links - Incorporate into Neighbourhood Plan - Design improvements - Cost estimate - Secure funds - Procure & implement
	3	Implement Thornage Road car park and create strong pedestrian link			✓		- NCC Highways - NNDC - HTC	✓	✓	✓	- Car park developer/operator - s106/CIL from car park development - NCC funding - NNDC funding	- Developer achieving full planning permission	- Pursue implementation of car park through the planning system - Design and implement new pedestrian link and signage strategy - Support with targetted marketing campaign
	4	Consider long-term parking to the east of Holt with pedestrian links to the town centre			✓		- NCC Highways - NNDC - HTC	✓	✓	✓	- Car park developer/operator - Developer of allocated site - NNDC funding	- Establish Transport Working Group	- Identify potential sites (allocated site or alternative) - Evaluate permanent vs temporary provision - Cost estimate - Secure funds - Procure and implement
	5	Pursuing improvements to direct bus service to Norwich		✓			- NCC Public Transport - NNDC - Bus operator(s)		✓		- Government funding - NCC funding - S106/CIL	- Establish Transport Working Group	- Review new Government funding sources - Detailed assessment of viability - Liaise with bus operator(s) - Procure service
	6	Explore Demand Responsive Transport (flexibus)		✓			- NCC Public Transport - NNDC - Bus operator(s)		✓		- Government funding - NCC funding - S106/CIL	- Establish Transport Working Group	- Review new Government funding sources - Detailed assessment of viability - Liaise with bus operator(s) - Procure service
	7	Improve bus stops			✓		- NCC Public Transport - NNDC - Bus operator(s)	✓		✓	- Government funding - NCC funding - Private contributions	- Neighbourhood Plan	- Translate into Neighbourhood Plan - Liaise with bus operators - Agree detailed physical scope - Cost estimate - Secure funds - Procure and implement
	8	Provide more cycle parking in town centre		✓			- NCC Transport - NNDC	✓		✓	- NCC funding - NNDC funding - Private contributions	- Neighbourhood Plan	- Identify locations for parking - Translate into Neighbourhood Plan - Cost estimate - Secure funds - Procure and implement

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	9	Improve cycle links to nearby community resources			✓		- NCC Transport - NNDC	✓	✓		- Government funding - NCC funding - NNDC funding	- Establish Transport Working Group	- Identify links for improvement and works required - Cost estimate - Secure funds - Procure and implement
	10	Supporting N.Norfolk Railway extension	✓	✓	✓		- NCC - NNDC	✓	✓		- Government funding - Private investment	- External	- Seek opportunities to promote and support the railway extension

9. Delivering the Vision continued

A FLOURISHING SHOPPING AND VISITOR CENTRE

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	1	Keeping Holt independent	✓	✓	✓								
	1a	Resisting amalgamation of retail units	✓			HTC	- NNDC - Holt Society			✓	N/A	- Individual planning applications	- Making representations to NNDC regarding planning applications - Translating a policy into Neighbourhood Plan
	1b	Identify opportunities to extend retail core	✓			HTC	- NNDC			✓	N/A	- Neighbourhood Plan	- Identifying suitable areas / properties to extend retail core - Translating a policy into Neighbourhood Plan
	1c	Improve retail loops	See above										
	2	Embracing innovation and promoting Holts skills	✓			Chamber	- NNDC			✓	N/A	- Chamber motion	- Promote use of internet retailing to all traders - Share knowledge and best practise locally - Secure 100% online retail presence by end of 2012
	3	Establishing a traditional market	✓			HTC	- Chamber - NNDC			✓	N/A	- HTC motion	- Establish links to other town councils with traditional markets (Aylsham) - Prepare action plan for establishment and launch of market - Undertake due diligence to establish any title issues with location of market - Promote market to local community
	4	Establishing new primary retail space at Chapel Yard		✓		HTC	- Chamber - NNDC	✓			Private investment	- Convene meeting with landowners and HTC	- Detailed design of extension to Chapel Yard - Translate into Neighbourhood Plan - Support landowner with promotion of planning application
	5	Establish Business Improvement District	✓			HTC	- Chamber - NNDC		✓	✓	Business rate levy	- Establish BID working group	- Undertake feasibility study to test potential funding generation capability - Secure commitment to proceed from key agencies - Identify BID manager - Survey all businesses across the town to test interest and scope desired improvements - Review interest and potential impact before considering whether or not to proceed to ballot
	6	Enhancing Holt's three retail loops	See above										
	7	Encourage evening economy	✓	✓	✓	HTC	- Chamber - NNDC			✓	- Private investment	Neighbourhood Plan	- Review empty properties at first floor - Contact landlords to bring these back into use - Market restaurant opportunities
	8	Heritage interpretation		✓		Holt Society	- HTC - HAP - NHDC		✓		- Heritage Lottery Fund	- Holt Conservation Area Appraisal and Management Plan	- Establish Heritage interpretation working group - Review Norwich HEART's programme of initiatives and other European examples such as Ghent - Develop action plan for heritage interpretation in Holt

A STRONG ECONOMY AND THRIVING COMMUNITY

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	1	Promote economic diversification through provision of new business space	✓	✓	✓	NNDC							
	1a	Employment space over shops		✓		HTC	- Chamber - NNDC	✓		✓	- Private landlord investment - Rural Growth Network funding via LEP	- HTC motion	- Survey utilisation of space over retail premises - Work with landlord and tenant to explore conversion / letting for small business space - Support through planning - Translate policy into Neighbourhood Plan
	1b	Thaxters site			✓	NNDC	- HTC		✓		- NNDC feasibility funding - Rural Growth Network funding via LEP - Growing Places Funding via LEP	- NNDC motion	- Enter into discussions with owner / occupier to explore long-term business plan - Undertake detailed design and viability analysis - Identify appropriate sites for relocation - Broker agreement between current occupant and relocation site owner - Prepare Development Brief / Neighbourhood Plan
	1c	New development			✓	NNDC	- HTC	✓		✓	- Developer investment - Growing Places Funding via LEP	- Meetings between NNDC and landowners	- Secure proposal to deliver appropriate mixture of traditional and higher quality employment floorspace
	2	Securing high-speed broadband	✓			HTC	- All stakeholders - All landowners and occupiers - Community			✓	- NCC Broadband Programme - DEFRA Rural Communities Broadband fund	- NCC call for bids	- Canvass and secure support for bid from 100% of local community - Monitor and liaise with NCC about start of programme - Submit bid
	3	Provide additional support for traditional employment activities	✓			Chamber	- NNDC			✓	N/A	- Chamber motion	- Establish links with non-retail businesses, particularly at Hempstead Road - Liaise with NNDC to promote business support programmes through Chamber
	4	Creating new local businesses											
	4a	Free community market pitch		✓		HTC	- Youth Project - HAP - NNDC			✓	N/A	Establishment of market	- HTC to run free pitch competition for local community - Promote through Youth Project and SureStart - Link to NNDC business support and advice
	4b	HTC tenants			✓	HTC	- NNDC	✓	✓	✓	Cross-subsidy	- HTC motion	- Detailed designs for redevelopment of Church Street WCs to include mix of uses including small business space - Financial viability analysis and business planning - Secure temporary alternative W/Cs - Planning application - Procure works from local contractor

9. Delivering the Vision continued

A STRONG ECONOMY AND THRIVING COMMUNITY

Theme	Project ref	Project title	Timescale for delivery (months)			Possible project lead	Possible support	Funding requirement			Potential Financial sources	Proposed delivery trigger	Next steps
			0-12	12-24	36+			Capital	Revenue	Voluntary			
	4c	Holt Hall Cottages as community interest company holiday accommodation	✓			Holt Hall	- Youth Project - HAP - Chamber	✓		✓	Private donations	- Meeting between stakeholders	- Seek consent from NCC to redevelop cottages - Establish appropriate delivery vehicle - CIC, Trust etc to take ownership and ongoing management - Secure in-kind contributions from local construction and management businesses - Establish community working group and undertake works - Ongoing lettings and property management
	5	Establishing Holt Hall as a centre for excellence for environmental technologies and training opportunities		✓		NNDC	- NCC - New Anglia LEP - NNBF - UEA / University of Cambridge	✓	✓	✓	- Growing Places Funding via LEP - Round 3 Regional Growth Fund - Heritage Lottery Fund	- Establish Holt Hall working group	- Secure support from relevant stakeholders to prevent closure - Link to established centres of excellence elsewhere to understand best practise - Prepare outline business case for conversion of facility and secure formal resolution from stakeholders - Prepare detailed business case - Create Shadow Board and Project Champion - Bid for funds
	6	Improving employment skills of young people	✓			Chamber	- Youth Vision - HAP - NNDC			✓	N/A	- Broker meeting between stakeholders	- Holt Youth project to identify prospective candidates and demand for skills - Chamber to identify mentor businesses - NNDC to input support measures where available and promote apprenticeships - Both to prepare informal agreements about candidate objectives and mentor offer
	7	Strengthen the community support network	✓	✓		HTC	- NNDC		✓	✓	- s106 / CIL - Growing Places Funding via LEP	- Coordination between providers	Audit community services available - Map occupancy patterns for retired and single households - Draw up gap analysis and improvement suggestions
	8	Review future of Holt Community Centre	✓	✓		Community Centre	- HTC - NNDC	✓	✓	✓	- CIL - Growing Places Fund - Round 3 Regional Growth Fund	- Meet between HTC and Community Centre	- Undertake architectural assesement of building - lifespan - Audit community group needs in area - Review good practice examples in UK - refurbishment and new build
	9	Provide additional support for non-retail businesses	✓			Chamber	- NNDC			✓	N/A	- Chamber motion	- Review Chamber of Trade membership - Incentivise businesses outside of the town centre to join the Chamber to increase membership from this sector
	10	Locally responsible business practises	✓			Chamber				✓	N/A	- Chamber motion	- Compile schedule of goods, services and works that are available in and around Holt - Consider appropriate % of annual business expenditure that could be directed locally (5%?) - Promote local procurement initiatives to all local businesses - Secure agreement to endeavour to procure at least 5% of goods, services or works locally over 2011/12 Eyr - Review at end of year and consider increasing % target

