

Dereham's Town Delivery Plan



Future Breckland: Thriving People and Places



HATCH

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WE MADE THAT
XXXXXXXXXXXXXXXXXXXX

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Foreword

Dereham is a fantastic town. It has a huge amount to offer and, unlike many places in our county, has almost everything you could need. It has good schools, fantastic leisure facilities, useful shops, wonderful sports clubs, and a strong community all topped off by easy access to Norfolk's pristine countryside.

It does, however, need investment. This project has identified that Dereham faces several challenges that need to be addressed and these have been made clear through the extensive engagement we have undertaken to produce this document. Challenges range from the look and feel of the town centre to the need for more employment space and higher wage jobs for residents.

This Town Delivery Plan sets out an ambitious plan to build on Dereham's strengths and address its major challenges. It has been designed to strengthen the town's position as a service and community hub while also ensuring it meets the future needs of the town's residents and, crucially, those in surrounding rural communities.

These ambitions will be met by delivering five complementary game changing interventions which will enable transformative economic, social and environmental change. These represent investment priorities for the next decade. These interventions do not represent everything that could be done but have been assessed as the most viable and impactful activities to focus precious resources on.

This plan reflects all the lessons we have learned during our engagement with Dereham's residents, stakeholders and businesses. The successful delivery of this plan will rely on the strengths of the partnership behind it.

Future Breckland Project Team



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Dereham's Town Delivery Plan

Dereham's Town Delivery Plan

This document sets out our action-oriented Town Delivery Plan for Dereham. 'We' are the residents, businesses, organisations and public bodies that have a stake in the town and have been involved in the creation of this plan. This plan sets out how we will 'level up' our town and build a bright future.

Our collective ambition for Dereham, which is based on our local aspirations and robust evidence, is to:

1. **Improve** the town centre so it is fit for the future, meets the needs of current and future residents and remains competitive in a post-COVID world.
2. **Celebrate** the town's close proximity to Norwich by enhancing physical connectivity, providing high quality commercial space that complements the city's economy and building housing to support the city region's growth and evolution.
3. **Strengthen** the town's position as an important community and service hub for the town's population and those living within its large rural hinterland and make it easier and more efficient to access through strategic infrastructure improvements.
4. **Build** on, improve and better connect our heritage, green, tourism, culture and leisure assets to attract day trippers from across the country to visit and spend money in the town.
5. **Curate** a higher-wage economy through the provision of new high quality employment space, including flexible workspace in the town centre for professional sectors and future proofed industrial space on the periphery for high-growth industries that provide 'good' jobs (e.g. logistics and advanced manufacturing).

We also want Dereham to become a true 21st century market town that embraces the opportunities presented by a post-COVID and post-Brexit world.

This will be realised through five game changing interventions which are our priorities:

1. **Re-Imagined Dereham:** Reconfiguring the Town Centre.
2. **Future Proofed Dereham:** Improving the High Street Offer.
3. **Prosperous Dereham:** Strengthening the Local Economy.
4. **Diversified Dereham:** Creating a New Mixed-Use Quarter.
5. **Active Dereham:** Improving Sustainable Travel Infrastructure.

These will be complemented by (a) the delivery of some **tactical short-term interventions** that will deliver highly visual improvements to the town and, (b) through supporting a series of potential **long-term high-impact infrastructure proposals** (e.g. around the future of Robertson Barracks and the Mid-Norfolk Railway).



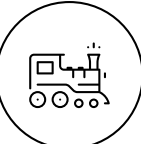
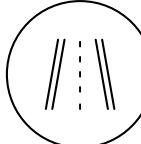

This document, and these interventions, represent our agreed plan for the future of Dereham. Public, private and third sector partners will work collaboratively to bring the aspirations forward over the next ten years. The purpose of the document is to guide our collective action and to illustrate that we have a clear and agreed plan to external funders.

Our plan has been developed in line with Government's methodology for developing town action plans to ensure that Dereham is in

the strongest position possible to secure future Government investment. While Breckland Council, Norfolk County Council, Dereham Town Council and partners will directly invest resources into the priorities identified in this plan, there is limited

local funding available so securing wider public and private sector funding will be essential to realise our ambition for Dereham.

Our Ambitions for Dereham

Improve Dereham's town centre so it is fit for the future, meets the needs of current and future residents and remains competitive in a post-COVID world. 	Celebrate the town's close proximity to Norwich by enhancing physical connectivity, providing high quality commercial space that complements the city's economy and building housing to support the city region's growth and evolution. 	Build on, improve and better connect Dereham's heritage, green, tourism, culture and leisure assets to attract day trippers from across the East of England to visit and spend money in the town. 
Strengthen Dereham's position as an important community and service hub for the town's population and those living within its large rural hinterland and make it easier and more efficient to access through strategic infrastructure improvements. 	Curate a higher-wage economy through the provision of new high quality employment space, including flexible workspace in the town centre for professional sectors and future proofed industrial space on the periphery for high-growth industries that provide 'good' jobs (e.g. logistics and advanced manufacturing). 	

Our Proposals to Enable Transformational Change in Dereham

1. Re-Imagined Dereham Reconfiguring the Town Centre.	2.Future Proofed Dereham Improving the High Street Offer.	
3. Prosperous Dereham Strengthening the Local Economy.	4. Diversified Dereham Creating a New Mixed-Use Quarter.	5.Active Dereham Improving Sustainable Travel Infrastructure.
Delivery of Tactical Short-Term Interventions		Supporting a Series of Potential Long-Term High-Impact Infrastructure Proposals (e.g. Robertson Barracks and Mid-Norfolk Railway)

Future Breckland

Thriving People and Places

This Town Delivery Plan fits within Breckland Council’s Future Breckland: Thriving People and Places programme. This initiative sets out a clear blueprint for the future of the district and aims to deliver significant economic, social and environmental improvements through investment in our five market towns and their rural hinterlands.

This blueprint is captured in the overarching Future Breckland: Thriving People and Places Prospectus. The Prospectus summarises five objectives for the district, which are:

- **Town Centre Regeneration:** Regenerating Breckland’s town centres to help them adapt to changing conditions, and attract people and businesses.
- **Skills and Education:** Supporting our residents to train and pursue further education and continual education to increase employment opportunities and meet ongoing employment needs.
- **Investing in Housing and Infrastructure:** Targeted investment in housing, public transport and active travel to improve quality of life.
- **Growing our Business and Enterprise Base:** Encouraging new businesses, expansion and relocations by improving the availability of business services and premises.

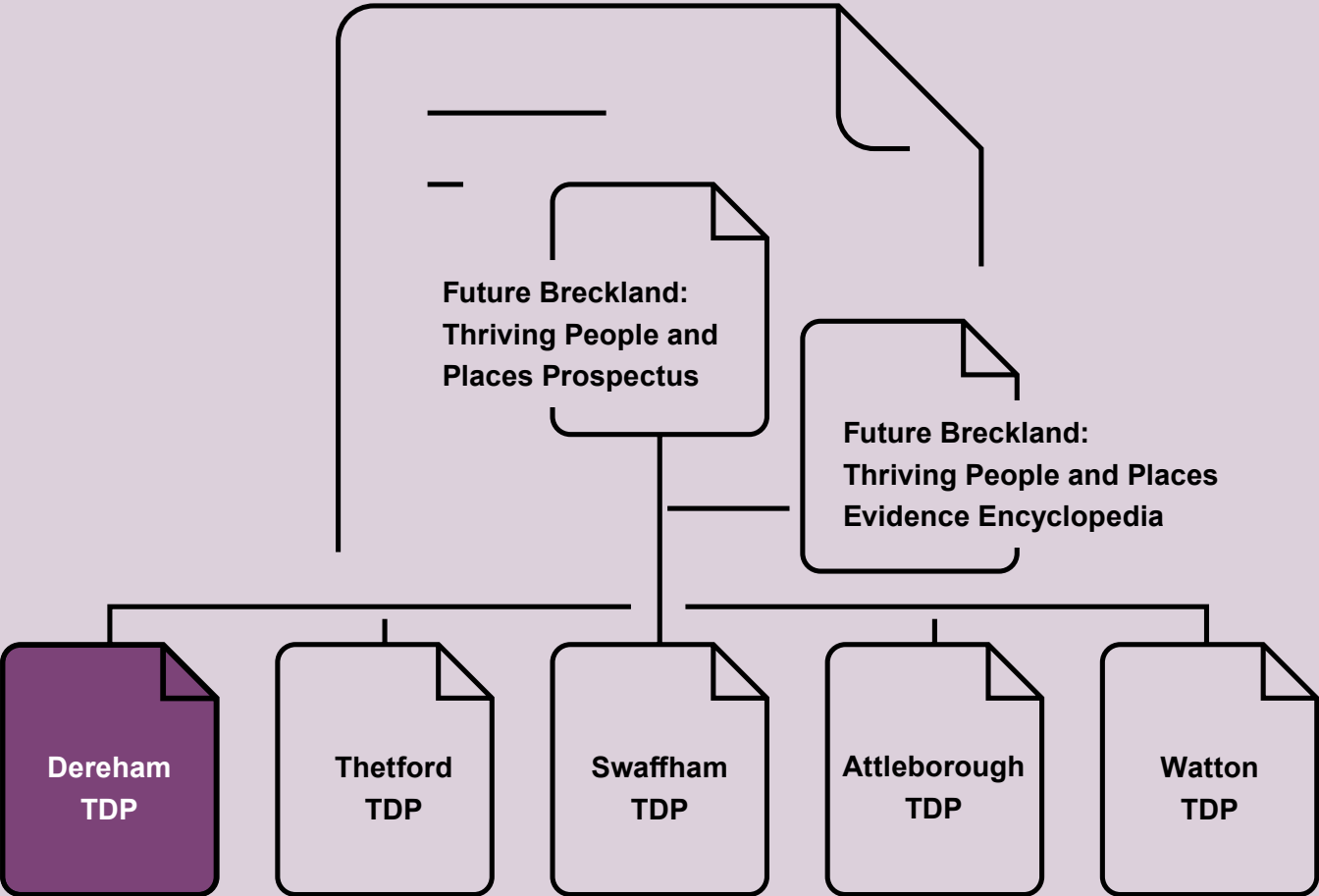
- **Culture and Heritage:** Building on Breckland’s rich heritage and culture, while enhancing tourism opportunities and bringing our local communities together.
- **Improving Sustainability:** Delivering net zero commitment while enabling our business and residents to reduce their carbon footprint.

The Dereham Town Delivery Plan, and those for Thetford, Swaffham, Attleborough and Watton, sit below the Prospectus and include actions that will deliver against both the district-wide and town-specific ambitions.

While the five Town Delivery Plan will drive most change it is recognised that some district-wide challenges need to be addressed through strategic investments at the district rather than town level (e.g. related to skills, business support, public transport and business parks). A series of game changing interventions for these areas, which will positively impact Dereham and its wider hinterland, are set out in the Prospectus.

All these documents are informed by robust evidence and data which is available in the Future Breckland: Thriving People and Places Evidence Encyclopedia.

Our Guiding Documents





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Dereham's Story: The Case for Action

Dereham's Story

The Case for Action - Levelling up Dereham

Dereham's Economic History

Dereham, which comes from the Old English for 'enclosure for deer' or 'the home of Doer' ¹, has a proud history of agriculture, brewing, leatherwork, manufacturing and steelwork enabled in part by fertile soils, industrious people and the introduction of the railway in the 1800s.

In recent decades our town has evolved into a modern place dominated by service industries which are complemented by several supporting sectors. With a population of over 20,000 it is the second biggest town in the district and one of the largest in Norfolk.

Commerce and Industry Define a 'New' Dereham



Following a long agricultural past, fires destroyed the original architecture of the town and led to the evolution of 'new' Dereham. The oldest parts of new Dereham are Georgian in character – with commercial prosperity driven by the brewing and building industries. This created the wealth to build the historic buildings still found around the market square and surrounding streets.

Connecting Dereham to the World



A combination of the agricultural revolution and the construction of the town's gasworks in 1835 meant that efficient bulk transport was needed to support Dereham's economic growth. This was addressed by the railway which arrived in 1847. The new line to Wymondham linked Dereham to the national network allowing an array of heavy industry to establish in the town, including the St. Nicholas ironworks.

A Rich Industrial Past



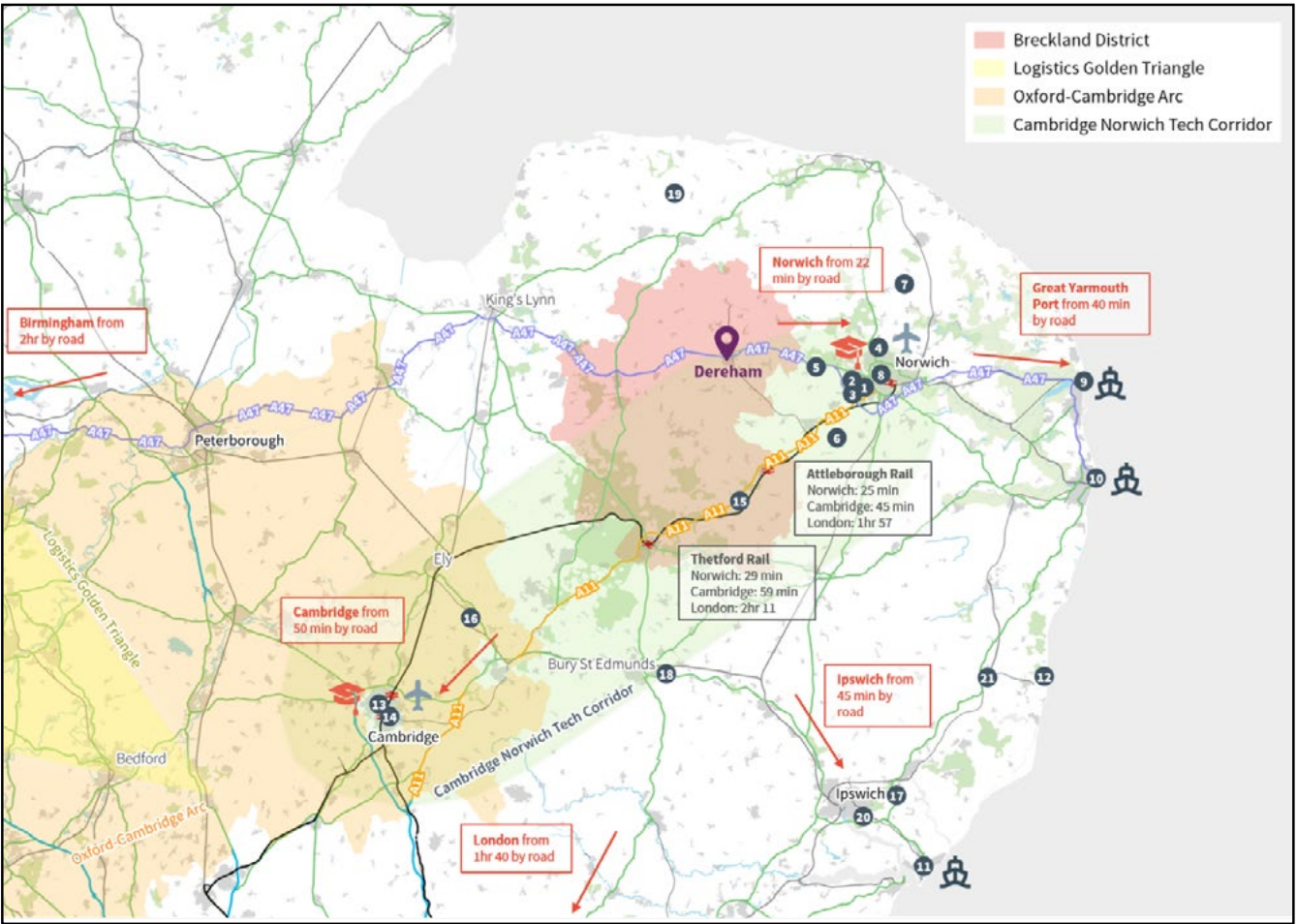
The railway enabled heavy industry to flourish in Dereham. This underpinned the town's prosperity throughout the 19th and 20th Centuries. A waterworks was built in 1881 on Cemetery Road and is still one of Dereham's most distinctive buildings. The malting industry established a complex near the railway station, and there were steam powered leather and shoe industries, a world class coach maker, and in the 20th century - the UK's largest maker of clocks - Metamec – employing 800 people at its peak.

Architecture for a Changing Town



The transition to industrial and post-industrial economies was accompanied by a change in the nature of the town centre. Widely spaced Georgian architecture gave way to Victorian terraced housing, and more recently, high density estate developments of the 1970/80s. This later style of housing has left little room in the town for green space which remains an important issue for the town today.

Figure 1 Dereham's Strategic Location



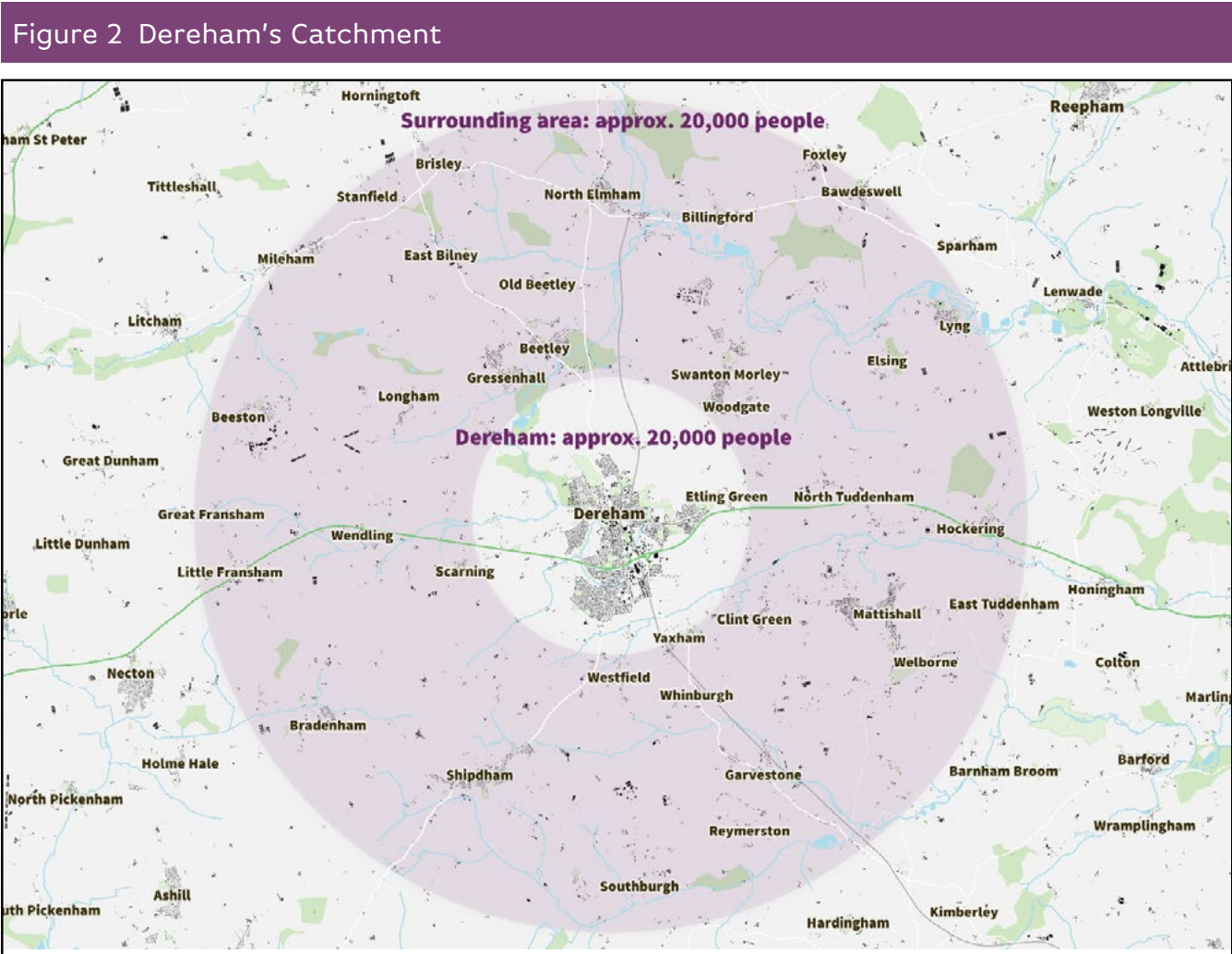
Dereham's Economic Geography

Dereham is strategically located in the centre of our county and on the A47 which provides direct connectivity to Norwich and Great Yarmouth to the east and Peterborough and King's Lynn to the west. Our town is north east of Breckland on the edge of Greater Norwich, the Cambridge-Norwich Tech Corridor and the Oxford-Cambridge Arc. This means it is well placed to capitalise on the opportunities that these hubs present.

The town has three broad geographies:

- The historic centre surrounding the market square;
- The southern industrial area around the A47; and,
- Residential development spreading into outlying areas.

¹ The town has a long association with deer as they play an important role in the Legend of St Withburga who set up a nunnery in the town in AD 654.



Source: Hatch, 2021; Annual Population Survey, 2021

Our town has several defining characteristics, which represent good 'ingredients' for a successful market town:

- **Significant cultural, heritage and tourism assets:** The Mid-Norfolk Railway, Bishop Bonner's Cottage Museum, Dereham Windmill, Memorial Hall and Neatherd Moor attract locals and visitors to the town.
- **Important anchor institutions:** Breckland Council, Dereham Hospital, Norfolk County Council, Northgate High School and Neatherd High School are major employers and provide vital public services to residents.

- **Useful leisure and community assets:** Dereham is a true '15 Minute Town' that offers nearly all the leisure and community services local residents could need (e.g. schools, leisure centre, cinema, sports teams, shops, health centres, supermarkets, cafés, parks etc).
- **A stable weekly market:** Dereham Market is held on Tuesdays and Fridays and sells fresh food and household items across c.15 stalls.
- **Important employment areas:** The Trafalgar Business Park and Breckland Business Centre provide commercial space that supports the town's foundational economy.



Source: We Made That, 2021

- **Several growth areas:** Seven housing and employment sites have been identified around the southern and eastern edge of the town to accommodate over 1,700 new homes and three hectares of employment land.
- **High quality natural assets:** While the town centre lacks green space, residents are able to access Norfolk's famous countryside with ease, including Scarning Fen Nature Reserve and Neatherd Moor.
- **Mix of architecture types:** The town has a mix of Georgian, Victorian and modern architecture which reflects major

historical shifts and events. There is a large conservation area that demonstrates the architectural heritage of the town.

- **Wide catchment and influence:** The town's shops, schools, hospital, health centres and leisure amenities serve a wide rural hinterland. Around 20,000 people live within 20 minutes' drive of the town.

Figure 3 Dereham's Major Cultural, Heritage, Health and Leisure Assets

KEY

**Culture**

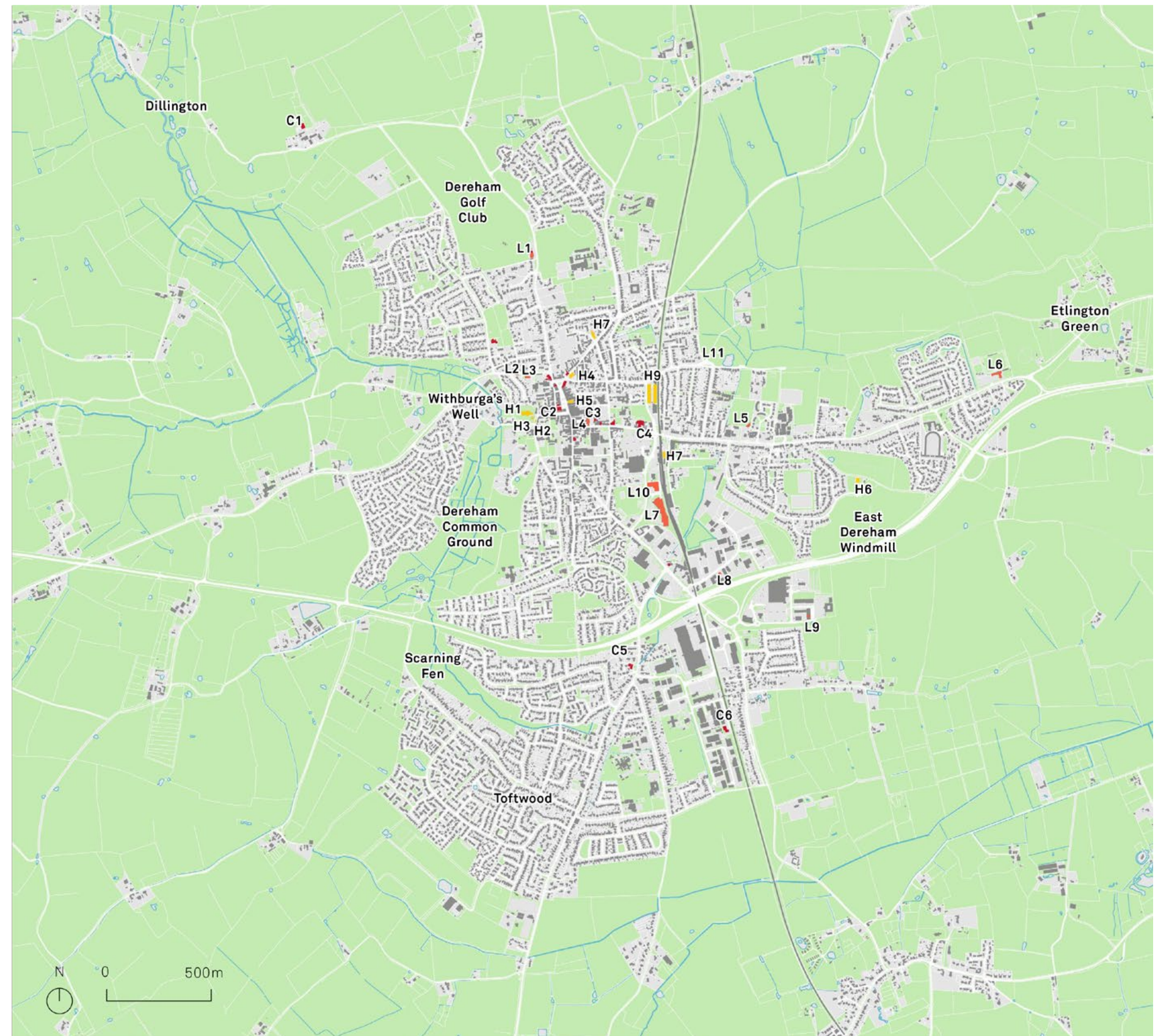
- C1 Collectair Limited Edition Art Gallery
- C2 Orion Cinema (Blues Festival Location)
- C3 Norski Noo's Gallery
- C4 Dereham Memorial Hall (Blues Festival location)
- C5 Busybodies Stage School & Norfolk Institute of Performing Arts
- C6 Dance With Me Academy

**Heritage**

- H1 St Nicholas' Church and St Withburga's Well
- H2 Bishop Bonner's Cottage
- H3 The Bell Tower
- H4 Former home of John and Ellenor Fenn
- H5 Cowper Memorial Church
- H6 Dereham Windmill
- H7 Dereham Mid-Norfolk Railway (Blues Festival location)
- H8 Trinity Methodist Church
- H9 Maltings Buildings

**Health & leisure**

- L1 Dereham Golf Club
- L2 Lloyds Total Fitness
- L3 Big Andy's Gym
- L4 NR Health & Fitness Dereham
- L5 Dereham Cricket Club
- L6 Dereham Town Football Club
- L7 Dereham Leisure Centre
- L8 Salter's Family Karate
- L9 Barretts Health & Fitness
- L10 Strikes Bowl
- L11 Neatherd Moor Play Area



Source: We Made That, 2021

Figure 4 Dereham's High Street Retail Units by Category vs Great Britain Average



Source: Local Data Company, 2021²

Dereham's Weaknesses and Threats

Dereham's town centre needs investment to drive footfall, improve the quality of place and adapt to changing macro-economic conditions...

There is a clear need to invest in our town centre to help it adapt to challenges that are impacting high streets across the country. These include the growth of online shopping, changing social habits, shifting consumer expectations, the collapse of multiples, the rise of out-of-town shopping and high business rates.

While our retail vacancy rates are comparatively healthy, they have risen over the past year to 10% and we anticipate that this could deteriorate. The town's current retail mix leaves it vulnerable to macro-economic shifts. This is because it has many chain stores and is dominated by retail,



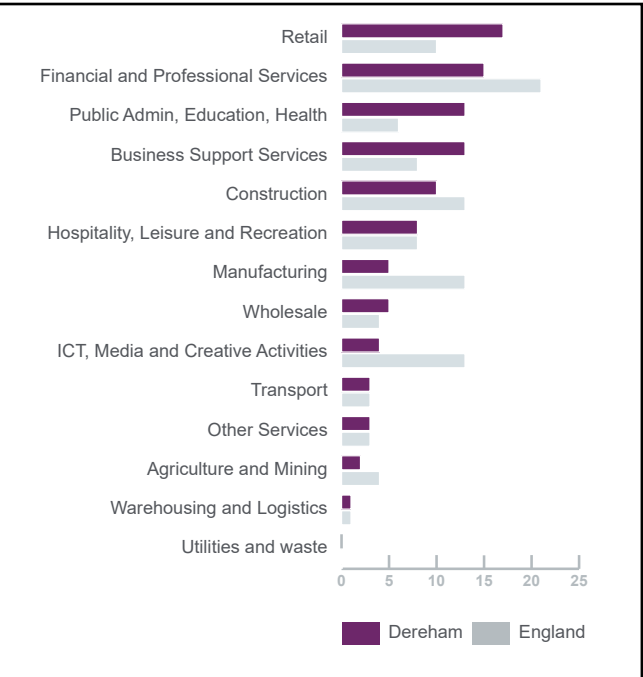
Dereham Market Place (Source: Hatch, 2021)



Queen Mother's Garden (Source: We Made That, 2021)

² A figure of +4%, as an example, indicates that Dereham's town centre has 4% more retail units of a particular category than the average town centre in Great Britain. A figure of -4% means that it has 4% fewer retail units of a particular category than an average town centre in Great Britain.

Figure 5 Proportion of Dereham's Businesses by Sector



Source: IDBR; BRES and UK Business Count 2021

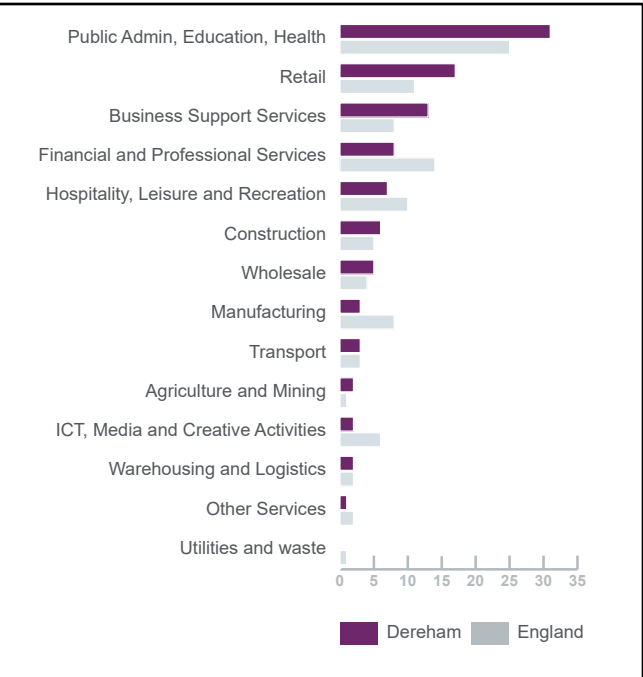
rather than facilities the services, activities and experiences that modern consumers demand.

While we have some valuable shops that serve an important local function, our town centre also has an over-representation of charity shops, health/beauty outlets and low-quality retail outlets and there seems to be a significant underrepresentation of quality units that allow people to come together to meet, socialise and do businesses (e.g. cafés, restaurants, bars, pubs, hotels, meeting space and co-working).

Investment is also required to improve the look, feel and function of our town centre to enhance the visitor experience and drive footfall. Observational analysis undertaken by We Made That indicates:

- Our Market Place could be the visual gateway to Dereham, but is currently underperforming due to a traffic dominated

Figure 6 Proportion of Dereham's Employment by Sector



Source: IDBR; BRES and UK Business Count 2021

environment and a lack of pedestrianised space. Addressing the bus flows around the town centre and improving the public realm could unlock the Market Place and enhance and celebrate the surrounding architecture.

- The town centre needs investment to improve its visual appearance and quality, particularly in relation to the public realm. Cluttered walkways and restricted pavements negatively impact the visitor experience and pedestrian movement. We also need better public amenities to ensure our centre is inclusive and ready for the future.
- Green space is limited, with unclear identities, and pocket public spaces in the town centre could be better celebrated and linked. Although there are plans to develop the new Ellenor Fenn Memorial Garden, further enhancing and improving this offer

will encourage accessible use of outdoor public spaces and attract young people and families.

- A lack of bus coordination and a prioritisation of parking leads to congestion around the Market Place. Whilst removing buses from this area would help alleviate congestion, this must be balanced with footfall and the inclusion benefits that the bus service brings.

Dereham's economy has grown slowly and is dominated by lower wage and lower productivity sectors...

Our town has a comparatively static economy. It is home to around 680 businesses that employ 9,100 people and there has been little to no change in these numbers over the last five years.

Most of our jobs are in our service industries which tend to provide lower-wage and lower-productivity roles. The top three employment sectors are Public Administration, Education and Health (2,800 jobs), Retail (1,600 jobs) and Business Support Services (1,200 jobs) which directly corresponds with our biggest employers - Tesco, Home Support Matters CIC, Breckland Council, Zip Heaters UK, Norfolk County Council and Jeesal Akman Care Corporation. Hospitality, Leisure and Recreation is also an important sector providing just over 600 jobs.

While the strong Public Administration, Education and Health and Business Support Service industries have helped our local economy withstand the short-term economic impacts of COVID-19, the reliance on Retail and Hospitality, Leisure and Recreation leaves the town vulnerable to on-going shifts in these sectors.

This sector profile broadly reflects the district profile, but Dereham is underrepresented in sectors that are growing rapidly at both the district and national levels (e.g. ICT, Media and Creative;

Warehousing and Logistics; and, Advanced Manufacturing).

Our economic profile, which directly impacts livelihoods and wellbeing, is being held back by a range of factors discussed throughout this chapter – namely low skill levels, a constrained commercial property market and limited physical and digital connectivity. Investment in these areas will help realise the town's potential and help deliver more inclusive economic growth.

Dereham's residents have low skill levels and poor access to further education limiting growth in higher wage and higher skilled sectors...

Our skill profile does not align with higher value sector requirements. Only 17% of residents have degree level qualifications, which is well below the national average of 27%, and 29% have no qualifications.

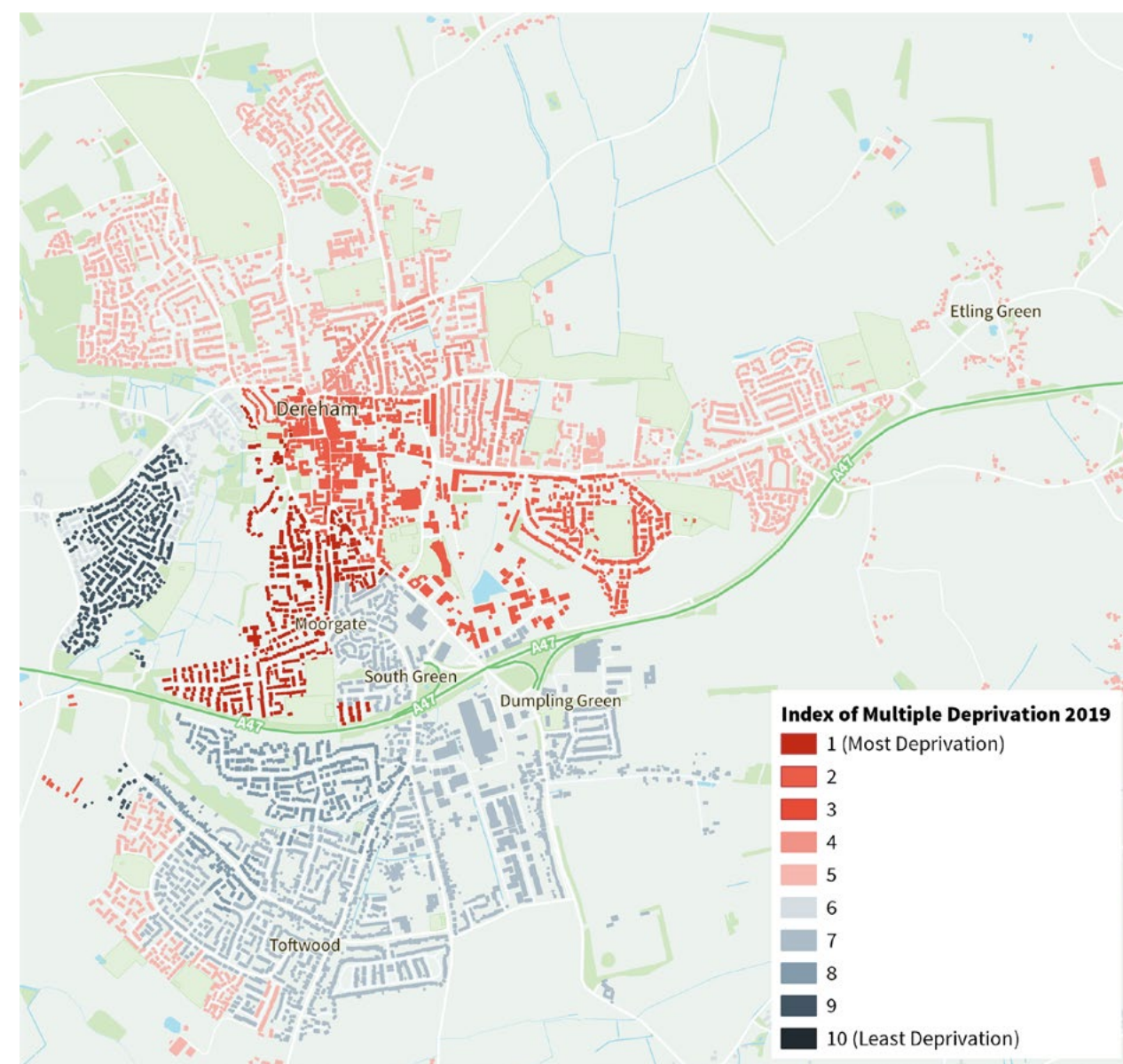
While all our schools are Ofsted 'good', and we benefit from Dereham Sixth Form College, there are few alternative further education options locally particularly in technical fields. The University of East Anglia (which has high entry requirements) is one of the only locally accessible higher education institutions.

This, alongside other factors, mean that our higher education participation rate is only 26.6% putting us in the bottom 20% of places nationally and below several competitor market towns, including Southwell (62%), Woodbridge (55%), Ely (43%), Wymondham (41%) and Faversham (29%).

Geographically, this is reflected in patterns of deprivation as 'Education, Skills and Training' is the biggest driver of deprivation in the area followed by 'Employment' and 'Income' which are all intimately linked.

Deprivation is highest in and around our town

Figure 7 Dereham's Deprivation



Source: Index of Multiple Deprivation, 2019

centre and on the north and eastern fringes – and some of our neighbourhoods are among the 10% most deprived in the country.

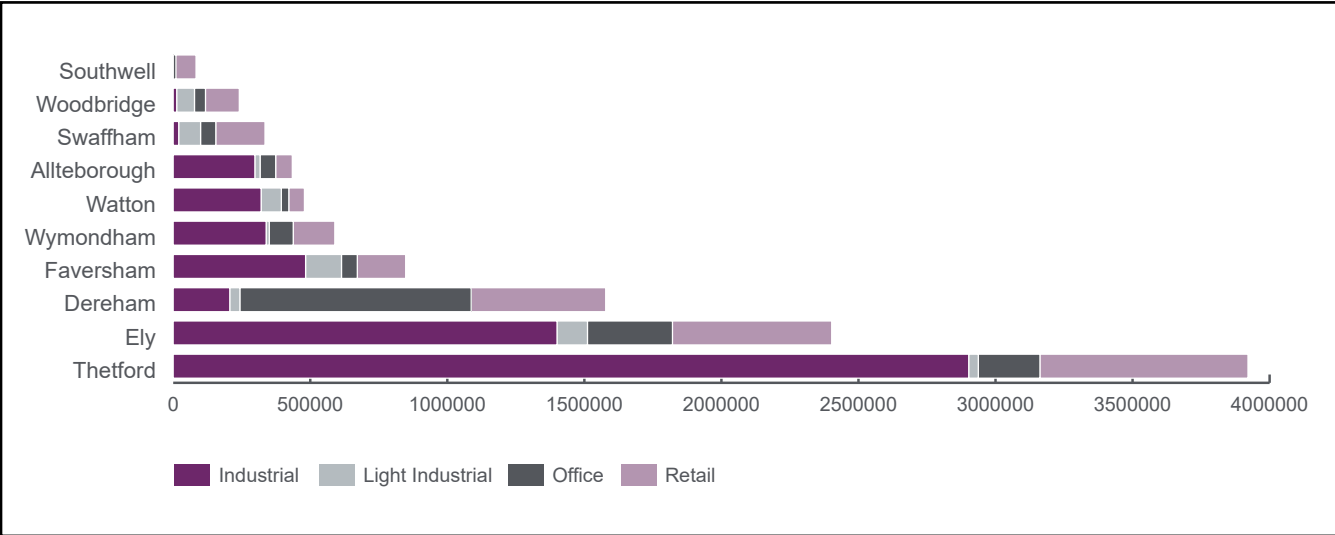
Our deprivation and skills profile is holding back investment from new businesses because, coupled with a high employment rate, the town does not meet the labour market needs of high-growth and high-value businesses. It is also limiting the performance of existing businesses

in the area. This profile and the associated challenges reflect a district-wide issue related to skills and the labour market.

Dereham's commercial property market is constraining economic performance and inward investment...

We are an important office hub and have significantly more space than the district's other market towns – 840,000 sq ft versus 225,000 sq

Figure 8 Commercial Floorspace By Town



Source: Co-Star, 2020

ft in Thetford which is our nearest rival. Office-based assets include Breckland Business Centre, Elizabeth House and Trafalgar Business Park.

The town's office stock is, however, ageing and poor quality – there is no Grade A or B space at all. This is stopping new businesses from locating in the town, particularly productive enterprises that demand high quality space, and is preventing a healthy churn of businesses. These issues are prevalent across Breckland as a whole.

Most of our space is also around the edge of the town, rather than in the centre, which means high street businesses do not benefit as much as they could from our workers.

We also have no flexible workspace for small businesses and sole traders (e.g. co-working, accelerator, incubator or maker spaces). This space is in high demand across the country as it allows entrepreneurs to start businesses, grow enterprises and test new ideas in low-risk environments. Our commercial space offer is highly inflexible as tenants have no option but to take specific space for at least one year, including

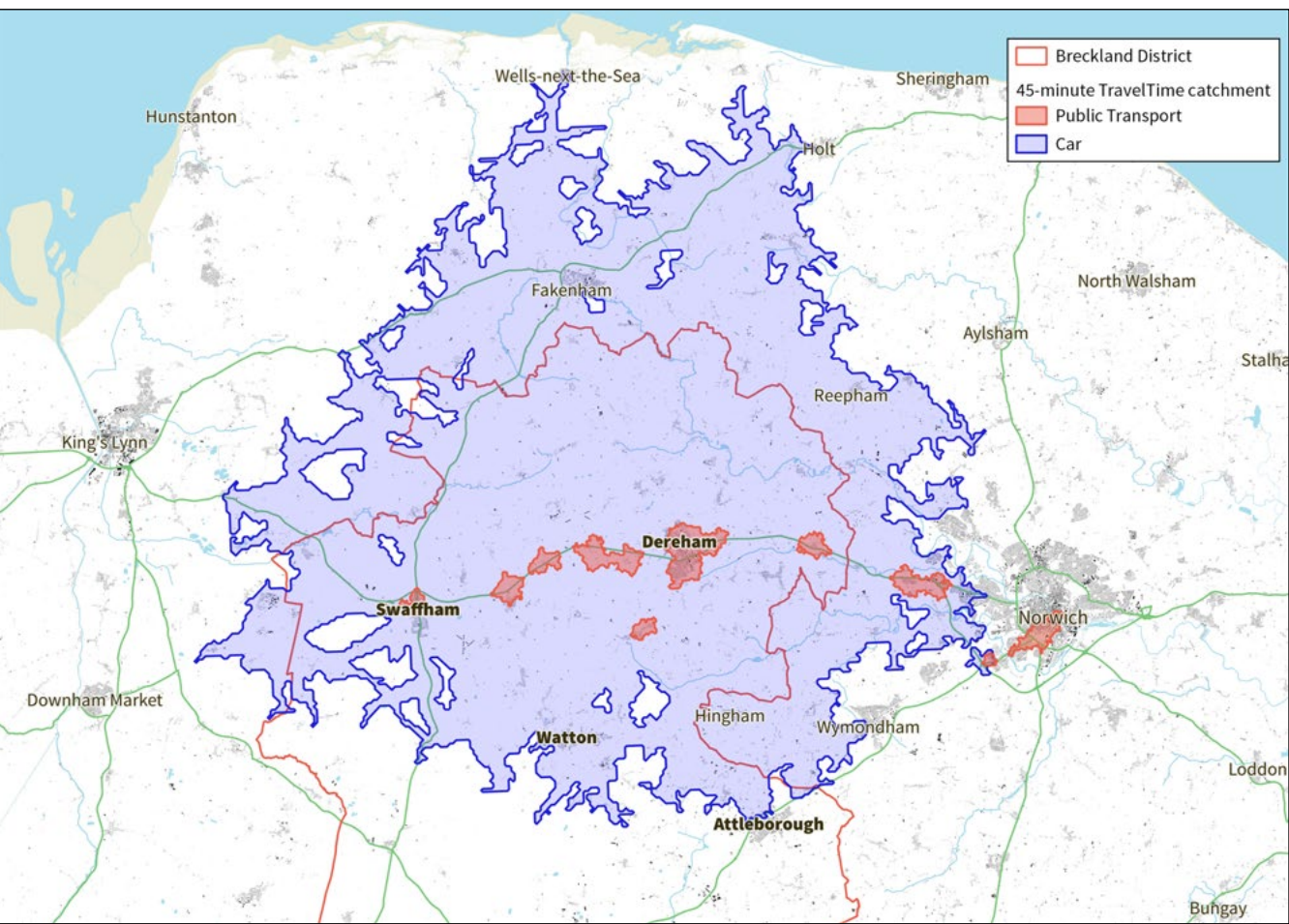
in the council-run Breckland Business Centre.

It is anticipated that demand for flexible workspace will grow as the rise in remote working is driving employees to look for places to work closer to their homes. This is particularly the case in attractive and walkable towns like Dereham where demand for homes is rising because of COVID-19. Some commercial property experts³ also predict that the shift to remote working and hybrid working will push businesses to look for more flexible workspaces that can adapt to changing business needs.

We also have very little industrial space compared to the four other market towns despite our strategic location on the A47. To take advantage of rising regional and national demand for industrial space, primarily driven by growth in online shopping, investment is required to increase the quantity and quality of our industrial space. Planned investments to dual parts of the A47 will make accessing other parts of the country and major ports even easier than it is now and make the district a more viable alternative to the Logistics Golden Triangle.

3 Cushman and Wakefield, History and Future of the Office (2020)

Figure 9 Dereham's Public and Private Transport Catchment



Source: iGeolise, 2021. Contains OS data © Crown copyright and database right 2021.

If investment is not made in the town's commercial property market alongside the planned housing growth, there is a risk that Dereham will become a dormitory town serving Norwich and Cambridge. Increasing employment in the town will enhance the quality of place and help us retain higher levels of local expenditure.

Dereham's physical and digital connectivity could better meet the needs of residents and businesses...

Dereham has good road access due to the A47 which runs through the south of our town and provides connectivity to places like Great Yarmouth, Norwich, Swaffham, King's Lynn and Peterborough. Several planned investments for

this route will improve access and journey times when they come forward.

In many places, however, congestion is a major issue. This has implications for the productivity and efficiency of our workers. Some of the main pinch points include:

- St Withburga Lane, a one-way system running past Bishop Bonner's Cottage which is heavily congested particularly during the morning peak.
- The southern section of the one-way High Street which is used by large heavy vehicles - this creates heavy congestion as well as an unappealing environment for walking.

- Buses using the marketplace create heavy traffic, particularly as timetables are not as coordinated as they could be.
- Around the entry and exit points to the A47, including the roundabout near Tesco and Tavern Lane.

While our town benefits from good bus services to Norwich and Swaffham, accessibility to surrounding rural areas is poor, and there are few active travel options. Under 1% of daily trips through our town centre are made by bus, coach or cycling and there is no longer an active train service.

This is a major issue for communities surrounding Dereham. Here not having access to a car can result in serious economic and social exclusion. Public transport catchment maps show that only people living on and around the A47 can get into town by public transport within 45 minutes and that our rural hinterland is isolated.

Key limitations relating to active travel include:

- Narrow pavements in many areas of the town centre which makes walking difficult and inaccessible in places.
- A lack of pedestrian crossings around the town, particularly in areas where there are schools.
- A lack of cycle routes and infrastructure, combined with a dominance of cars and traffic, which contributes to an unpleasant atmosphere for cyclists.
- Wide roads along the High Street compromise the width of pedestrian walkways and badly located crossings affect traffic flow, contributing to a traffic-dominated town centre that impacts effective pedestrian and cycle movement.

This is contributing to growing air pollution. It also influences business performance as poor air quality can increase sick leave and reduce cognitive ability among employees.

This is exacerbated by a lack of accessible green space. The Access to Healthy Hazards and Assets Index shows that all our neighbourhoods are among the worst 40% in the country for access to quality green and blue space with most neighbourhoods falling in the worst 20%. The introduction of the new Ellenor Fenn Memorial Garden in the town centre will help address this to an extent but research from Dereham Town Council illustrates that there is currently a 15 hectare deficit of open space.

Digital connectivity could also be stronger across the town to better meet business and resident requirements. While most of our residents and businesses have access to superfast broadband (30Mbit/s download), and have benefited from the recent rollout of fibre connectivity, under 10% have access to ultrafast speeds (100Mbit/s download). Other market towns, including most of Thetford and Attleborough, have over 80% coverage.

Investing in ultrafast broadband will be vital to attract and keep businesses in our town – this is particularly the case for high growth sectors like ICT, Media and Creative Activities and Advanced Manufacturing. The shift to remote working is also likely to increase demand for faster broadband speeds from our current and future residents.

Dereham's housing is unaffordable to many people working in the district...

Breckland (£220k) and Dereham's (£200k) median house prices are below figures for the East of England (£290k) and country (£246k). Demand for housing here is, however, high and district-wide median house prices increased by

43% over the last decade. Prices have also risen rapidly over the past year, which may reflect a rising trend of people looking to move out of cities like Cambridge and Norwich to cheaper and more livable market towns like ours.

Breckland's Adopted Local Plan identifies a need to deliver just under 1,800 new homes in Dereham over the next two decades. Several sites have been identified to accommodate this, including:⁴

- Shipdham Road (east): 290 dwellings.
- Swanton Road: 216 dwellings.
- Shipdham Road (west): 130 dwellings.
- Etling View: 60 dwellings.
- Dereham Hospital: 60 dwellings.

Enabling infrastructure may be required to bring these opportunities forward.

The challenge with delivering more housing is the pressure it places on existing services, infrastructure and facilities. Investment in these areas will be required as more houses come forward to ensure growth is sustainable – particularly in relation to education and health provision.

Despite lower than average house prices, affordability is a major issue for many of our residents. This is because of our low-wage economy. Median house prices in Breckland are 8.3x average annual earnings which is higher than the national average of 7.8x. This illustrates the need for higher-wage jobs and to provide affordable housing options.

This affordability issue, alongside a lack of employment opportunities, is also leading to a brain drain of skilled young people from the town. Many young people currently move away from Dereham to Norwich, Cambridge or other parts of

⁴ Dwelling figures are minimum targets as set out in the Local Plan.

the country to fulfil their aspirations.

The town also suffers from a lack of independent living housing schemes for older people, despite our ageing population. This means that older people tend to stay in their family homes which could be better utilised by working age families.

Dereham is not making enough of its tourism potential...

Despite having notable attractions, Dereham does not have a thriving visitor economy. This is partly because it does not cater to the needs of tourists. The lack of restaurants, cafés and amenities means it is not an attractive place for visitors to spend time and money. There is also only one hotel (JD Wetherspoons) and few other places to stay. This means Dereham misses out on higher value overnight tourists.

Dereham also does not exploit its rich heritage. The new Wayfinding project being delivered by About Dereham will go some way to illuminating the town's history but there is more that could be done to celebrate the town's past and its attractive architecture. Addressing this, alongside providing a better amenity offer and improved marketing of existing attractions, would go some way to strengthening the local visitor economy.

Dereham's Strengths and Opportunities

Our town also has many strengths and opportunities that we can build and capitalise on:

Dereham has important cultural, heritage and tourism assets

This is one of the town’s unique selling points. Attractions include the Mid-Norfolk Railway, Dereham Windmill, Bishop Bonner’s Cottage, the Memorial Hall and Neatherd Moor. These attract people to the town each year and leave us well-placed to build a stronger visitor economy

Dereham is close to important economic areas and assets

These include the Logistics Golden Triangle, Oxford-Cambridge Arc, Cambridge-Norwich Tech Corridor, Norwich Airport and the ports at Great Yarmouth, Lowestoft and Felixstowe. This means we are ideally placed to take advantage of the growth of sectors in these places, particularly in logistics, warehousing, manufacturing, technology, agri-tech and digital.

The Market Place and surroundings have a key role to play in enhancing the civic heart of the town centre

Improvements to the public realm, accessibility and prioritisation for pedestrians could contribute to creating a core focal area for the town centre which would drive footfall and improve the visitor experience. The weekly market is an important attraction but is currently crowded out by a surplus of parking and congested traffic.

Dereham has excellent leisure and community facilities

We boast good schools, an excellent leisure centre, a cinema, quality sports teams, a bowling alley, useful supermarkets, health centres, shops and wonderful green space around the town. These make our town attractive to people looking to move out of more expensive towns and cities,

particularly given our strategic location between Norwich, Cambridge and Peterborough. Some of these facilities are also within council ownership, such as the Breckland Business Centre. The St Nicholas Bowling Club offers an opportunity for greater control to boost the offer and test new uses.

Dereham has a strong and active community

We benefit from a highly engaged community and a broad range of groups, clubs and entities that deliver significant social value to residents, workers and visitors, including people in surrounding villages. These organisations are well-informed and can be an invaluable asset in driving positive change across the town.

Rich heritage and strong architectural character

We have fantastic heritage and architectural assets, but many require investment to improve the quality of place. There is an opportunity to invest in these buildings and the public realm to support better accessibility and drive footfall, while also celebrating the current strength and quality of buildings.



Source: We Made That, 2021



Source: We Made That, 2021



Source: We Made That, 2021



Source: We Made That, 2021

Dereham is an important office hub

This means we are well-placed to provide additional space that caters for the evolving needs of office-based businesses. There is a unique opportunity to provide flexible space that capitalises on the shift to remote and flexible working which has been accelerated by COVID-19.

Dereham has a stable business base with long term tenants

These businesses and organisations are important for economic resilience and provide a platform from which to grow a larger and more innovative economy.

Dereham is home to important anchor institutions

Such as Breckland Council, Dereham Hospital, Norfolk County Council and Northgate High School. These provide important and stable jobs for our residents. They also provide us with an opportunity to pursue projects related to community wealth building and inclusive growth. Improved public realm will help to improve and enhance some of these civic and community assets which are not currently visible or well signposted.

Dereham has several important housing sites

These can deliver housing growth to meet district and town-level demand. Opportunities exist to invest in enabling infrastructure to help bring these forward and to ensure provision of affordable housing for those living and working in our district.

Dereham has a wide catchment

Over 20,000 people live within 20 minutes drive of our town. This leaves the town well-placed to develop into a stronger destination town for both Breckland and Norfolk.

Dereham can capitalise on the dualling of the A47

Our major employment opportunity site is located next to the A47, which is due to be dualled to improve journey times to important economic nodes. This presents us with a unique opportunity to provide business space in a desirable location and to gain a first mover advantage versus other local towns.

Dereham has some significant redevelopment opportunities

There are a number of buildings and sites in and around the town centre that could be redeveloped to meet our housing, infrastructure and employment needs while also driving local footfall. The ownership of these assets is not as disparate as in other places which should make it easier to deliver change.

These, like town's challenges and weaknesses, provide the impetus for action and have been used to shape our vision and Town Delivery Plan.



Source: We Made That, 2021



Source: We Made That, 2021



Source: We Made That, 2021



Source: We Made That, 2021



03

Dereham's Future: The Next Ten Years

Welcome to
St Nicholas Dereham
Sunday Services
Barn and 9.30am
Contact:
The Revd Canon Paul Cubitt 01362 694107
revpcubitt@btinternet.com
Church Office
Church House, Church Street, Dereham NR19 1DN
01362 693148
www.derehamanddistrictteam.org.uk

Dereham's Future

The Next Ten Years

This Town Delivery Plan capitalises on Dereham's strengths and addresses its challenges. It will enhance our position as a community, cultural and economic hub and ensure the town meets the future needs of residents, businesses and community groups as well as those in surrounding rural communities. It is our Blueprint to Level Up Dereham.

This is captured in our collective ten-year aspiration for Dereham, which is to:

- **Improve** our town centre so it is fit for the future, meets the needs of current and future residents and remains competitive in a post-COVID world.
- **Celebrate** the town's close proximity to Norwich by enhancing physical connectivity, providing high quality commercial space that complements the city's economy and building housing to support the city region's growth and evolution.
- **Strengthen** the town's position as an important community and service hub for our population and those living within our large rural hinterland and make it easier and more efficient to access through strategic infrastructure improvements.
- **Build** on, improve and better connect our heritage, green, tourism, culture and leisure assets to attract day trippers from across the county to visit and spend money in the town.
- **Curate** a higher-wage economy through the provision of new high quality employment space, including flexible workspace in the town centre for professional sectors

and future proofed industrial space on the periphery for high-growth industries that provide 'good' jobs (e.g. logistics and advanced manufacturing)

This aspiration will be realised through:

- Actively perusing and prioritising five priority **high-impact game changing interventions**.
- Supporting a series of potential **long-term high-impact infrastructure proposals** (e.g. around the future of Robertson Barracks and the Mid-Norfolk Railway).
- Delivering **tactical short-term interventions** that rapidly deliver highly visual improvements.

We also want Dereham to become a true 21st century market town that embraces the opportunities presented by a post-COVID and post-Brexit world. The interventions set out in this report have been selected and designed in line with the 21st century market town principles detailed overleaf.

Our Ambitions for Dereham

Improve our town centre so it is fit for the future, meets the needs of current and future residents and remains competitive in a post-COVID world.



Celebrate the town's close proximity to Norwich by enhancing physical connectivity, providing high quality commercial space that complements the city's economy and building housing to support the city region's growth and evolution.



Build on, improve and better connect our heritage, green, tourism, culture and leisure assets to attract day trippers from across the county to visit and spend money in the town.



Strengthen the town's position as an important community and service hub for our population and those living within our large rural hinterland and make it easier and more efficient to access through strategic infrastructure improvements.



Curate a higher-wage economy through the provision of new high quality employment space, including flexible workspace in the town centre for professional sectors and future proofed industrial space on the periphery for high-growth industries that provide 'good' jobs (e.g. logistics and advanced manufacturing).



Our Proposals to Enable Transformational Change in Dereham

1. Re-Imagined Dereham
Reconfiguring the Town Centre.

2. Future Proofed Dereham
Improving the High Street Offer.

3. Prosperous Dereham
Strengthening the Local Economy.

4. Diversified Dereham
Creating a New Mixed-Use Quarter.

5. Active Dereham
Improving Sustainable Travel Infrastructure.

Delivery of Tactical **Short-Term Interventions**

Supporting a Series of Potential **Long-Term High-Impact Infrastructure Proposals** (e.g. Robertson Barracks and Mid-Norfolk Railway)

Becoming a 21st Century Market Town

Market towns were founded on exchange, business and trade. To do this, they have always needed to function on a human scale – where people can cycle or walk to shop and work, where businesses are embedded in the community, where people can buy local produce, and where countryside and town are open to all.

A market town of the 21st century needs to be this and more. It needs to be friendly, compact and self-contained, but large enough to provide for daily needs. It needs to reflect current economic, social and ecological trends. Modern business is as much about knowledge and people, as it is about goods and transportation. In the 21st century the distance between places will matter less and the place that people are located in will matter more.

21st century market towns will be places where people congregate and interact, providing goods and services to meet each others needs. They will need to be able to evolve and meet the changing needs of the communities that they serve, including their rural hinterlands. Businesses will benefit from loyalty, distinctiveness and reputation, and people will take pride in the community and its townscape.

21st century market towns are needed now, and Dereham can become a model for other areas. This includes evolving the local offer in response to the trends associated with COVID-19, but also ensuring that it adapts to wider shifts relating to the future of the high street and local economies.

The most successful market towns of the future will be proactive and have a relentless focus on meeting the needs of current and future generations. Among other things, they will provide:

1

Spaces for hybrid working

Employees are likely to be travelling to workplaces less frequently in the future but may not want to work from home due to space constraints and distractions. Market towns with flexible workspace close to where people live are likely to be popular and in demand.

2

Homes for different groups

Market towns are attractive places to live but many lack a ready supply of homes, particularly for young people and families. Market towns of the future will provide a range of housing types that cater for young people, families and older people which will ensure diverse and vibrant local populations.

3

First class digital infrastructure

High speed digital connectivity is the backbone of many high-value high-growth industries, particularly businesses in the ICT, Digital and Creative sectors. Markets towns with good digital infrastructure will be well-placed to attract businesses and hybrid workers in these fields which will bring wider economic benefits.

4

Strategic active travel networks

People are increasingly cycling and walking due to the environmental, health and financial benefits it provides versus driving and using public transport. Market towns that enable easy and safe active travel are likely to be highly appealing to businesses and workers, particularly where this enables people to access all their work, leisure and service needs within a short period of time.

5

Easy access to major employment centres

The most competitive market towns of the future will offer efficient transport links to major employment clusters and urban centres. While remote working makes distance less of an issue than in the past, employees will still want to be able to access workplaces easily and quickly when not working remotely.

6

A full service offer within easy reach of homes

The concept of the '15 Minute City' is gaining traction in policy and strategy – this is broadly accepted to be an ideal geography where most needs are met within a walking and cycling distance of 15 minutes. Many market towns already fit this definition (they are '15 Minute Towns') and the most successful will look to provide a full range of services locally that meet future needs of residents and businesses.

7

Diverse and experiential centres

Changing consumer expectations and the rapid rise of online shopping means that consumers are spending less in shops on high streets. The most resilient future town centres will be those that have a diverse offering that meets a wide range of needs in order to drive footfall. They will have places to work (e.g. [Sevenoaks Studios](#)), visit (e.g. [Turner Contemporary Margate](#)), meet (e.g. [Macknade Food Hall Faversham](#)), dwell (e.g. [Bancroft Gardens Stratford-upon-Avon](#)), participate (e.g. [Anerley Town Hall](#)) and live (e.g. [Queen's Walk East Grinstead](#)).

8

Strong and resilient local economies

Many market town economies are dominated by low-growth sectors that are at risk from macro-economic shifts and automation (e.g. Retail, Hospitality, Manufacturing and the Public Sector). The most resilient market towns will diversify their local economies to ensure a more balanced mix of more traditional industries and higher-growth and higher-value sectors.

The interventions set out in this document embrace these principles. They will help Dereham become a true 21st century market town that is home to a diverse range of people and businesses.

People who live in our town will have easy reach to neighbouring towns and cities, but will choose to work, relax, shop, learn, volunteer, socialise, exercise and meet locally. They will travel sustainably, utilise local facilities and have a broad range of places to spend their time and money.

This will be enabled by stronger infrastructure, a more diverse town centre, a more resilient local economy and the human scale of our town. The broad amenity offer in our town will be inclusive and provide higher wage jobs for people with a range of different skill levels.

These shifts will make Dereham more vibrant, interesting and modern and it will genuinely reflect current economic, social and ecological trends. We will become even more proud of our town over the next ten years and will become its biggest and loudest advocates.



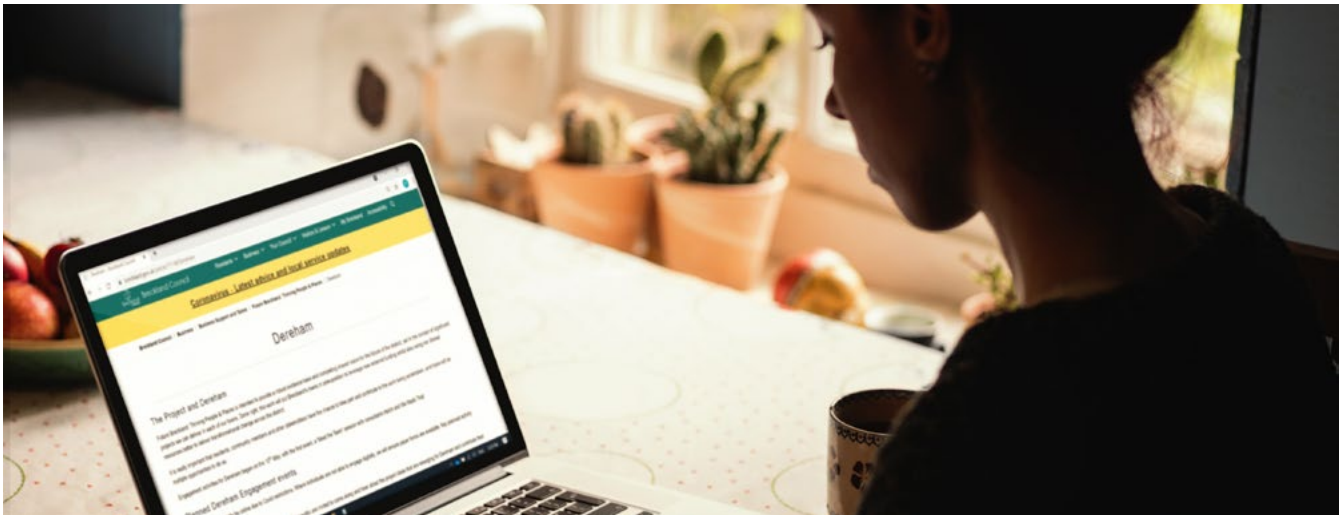
Building the Plan

This Town Delivery Plan is underpinned by the latest available evidence and extensive local engagement. Its production has been co-ordinated by Breckland Council with Hatch and We Made That, but it has been developed by

and is owned by ‘us’ – the residents, businesses, organisations and public bodies with a stake in Dereham.

Eight substantive touch points were organised over an intense twelve-week period:

Touchpoints	
1. One-to-one consultations: In-depth consultations were held with local stakeholders. These conversations explored a wide range of topics, including stakeholders' views on Dereham's strengths and weaknesses, their aspirations for the future and potential interventions that could deliver transformative impacts.	4. Walking workshop: A walking workshop was held with consultants, stakeholders, Dereham Town Council and Breckland Council officers. This allowed stakeholders and public sector officers to share their views about different parts of the town and the types of interventions needed. Observational analysis was also undertaken by the consultant team.
2. Meet the team event: An online meeting was held with members to introduce them to the consultant team and Breckland Council's Future Breckland: Thriving People and Places programme. Attendees were given an opportunity to ask questions, share their aspirations for Dereham and sign up for additional engagement events.	5. SWOT workshops: SWOT workshops were held to have an open discussion with members of the public about their thoughts on the strengths, weaknesses, opportunities and threat aspects of the town.
3. Online survey: A website was set up to provide information to the public about the development of the Town Delivery Plan and the opportunities available to get involved. A short survey was included for people to express their views on the future of the town.	6. Interventions workshop: An intervention focused workshop was held to discuss a long list of emerging proposals, so that members of the public and stakeholders could contribute thoughts and ideas, as well as letting the consultant team know which proposals they felt should be prioritised. This conversation and findings were taken into account before the short list of interventions was drawn up.
7. Online draft report: The draft Town Delivery Plan was published online for public comment. The report was amended in response to comments received.	8. Feedback was used to develop the final report .



Online Survey (Source: We Made That, 2021)

Around 21,300 people have been engaged as part of this process from a wide range of different groups.⁵ Key stakeholders engaged include representatives from: Surrounding Parish Councils, Dereham Parish Council, Breckland Council, Norfolk County Council, Breckland Youth Advisory Board, Friends of Dereham Memorial Hall, Dereham Leisure Centre, Mid Norfolk Railway, Dereham Windmill, AboutDereham, Dereham Retail Forum and Heritage Trust. Many other residents, businesses, charities and third sector organisations were also involved in the development of this document.



Meet the Team Event (Source: We Made That, 2021)

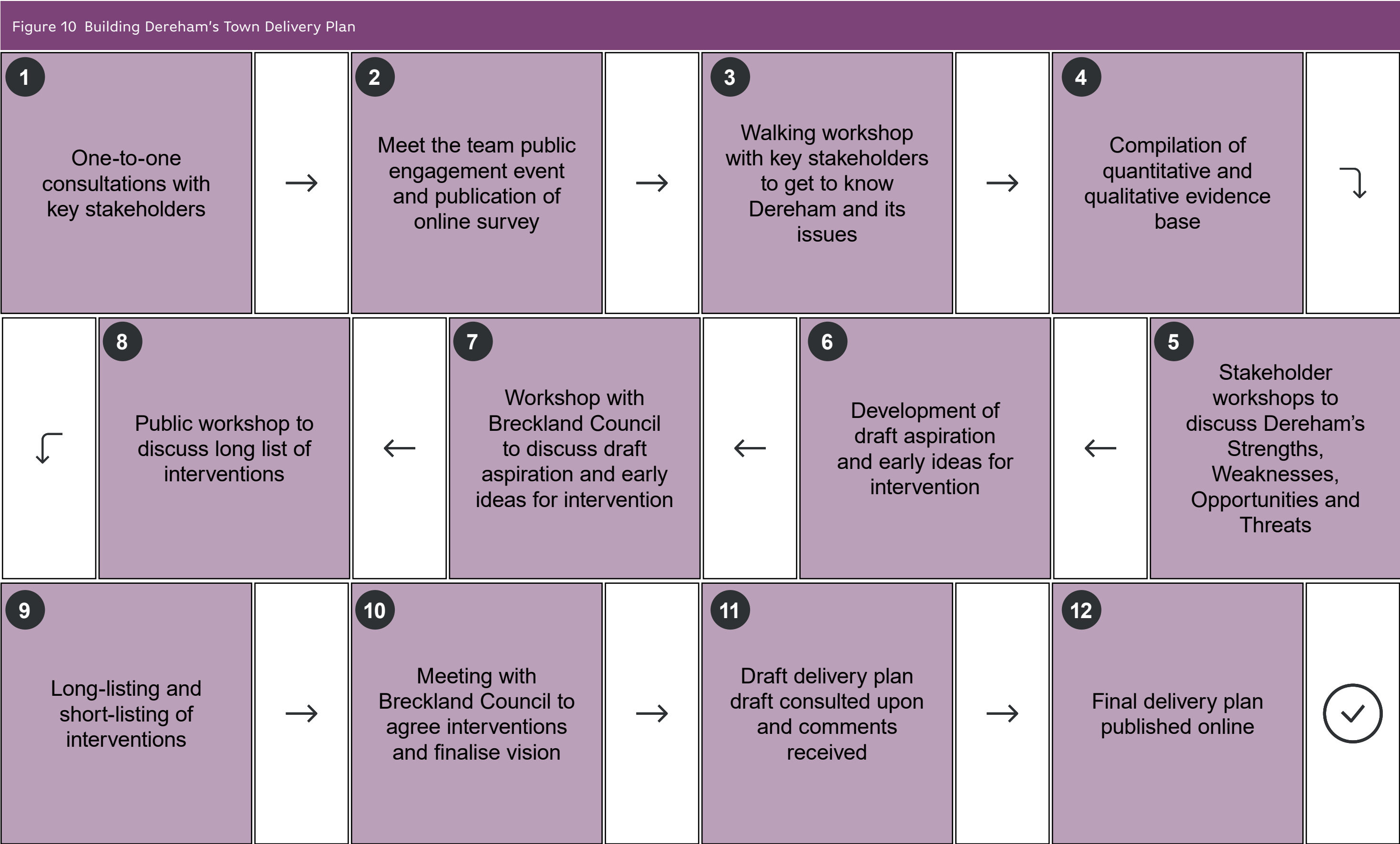
It is also estimated that around 250,000 people will have heard about the plan through radio interviews, press articles, social media posts and direct website hits on the Dereham page of the Future Breckland website.

Throughout the development of this document a number of additional meetings were held between the consultant team, Breckland Council, Norfolk County Council and Dereham Town Council. This allowed in-depth discussions around topics including the aspiration, priorities and interventions.



Walking Workshop (Source: We Made That, 2021)

⁵ A 'Person Engaged' is defined as someone who has: (a) attended an interactive session, (b) participated in a relevant meeting, (c) been involved in a 1-1 conversation, (d) responded to the survey or, (e) been in receipt of substantial programme information that they have had the opportunity to comment on.



Selecting the Game Changing Interventions

Five game changing priority interventions have been selected to transform Dereham. These are:

- 1. **Re-Imagined Dereham:** Reconfiguring the Town Centre.
- 2. **Future Proofed Dereham:** Improving the High Street Offer.
- 3. **Prosperous Dereham:** Strengthening the Local Economy.
- 4. **Diversified Dereham:** Creating a New Mixed-Use Quarter.
- 5. **Active Dereham:** Improving Sustainable Travel Infrastructure.

More detail is provided on these later in this report. These represent a clear investment package that:

- Helps to deliver our aspiration for Dereham.
- Contributes to Breckland Council's overarching Future Breckland: Thriving People and Places objectives.
- Align with the themes of major Government funding pots (e.g. town centre regeneration, cultural investment, active travel and policy priorities such as the Levelling Up agenda).
- Complements existing activity and policy aspirations for Dereham from different partners.
- Aligns with Breckland Council's Corporate Plan 2020-2023.
- Will complement and integrate with one another to deliver positive change.

These interventions were selected using a robust prioritisation process that aligns with

Government's methodology for developing place-based plans and securing public sector investment. This involved scoring a long list of around 25 potential interventions, which emerged through the engagement process, against five 'success factors':

- 1. **Impact:** Will the intervention have a transformative impact on the town?
- 2. **Ownership:** How complex is the ownership structure?
- 3. **Dependencies:** How many dependencies need to be resolved to bring the intervention forward?
- 4. **Need:** Does the evidence collated indicate that this intervention is needed?
- 5. **Timescales:** Can the intervention be delivered in under ten years?

Each intervention was given a score for each 'success factor' by the independent consultant team. The highest scoring interventions have been included on the short list, but given the focus on delivering transformational change only those with a high score for 'impact' were eligible for the short list.

The consultant team also used their professional judgment and qualitative insights to ensure that the shortlist of game changing interventions selected (a) address the town's primary issues and challenges, (b) integrate and complement one another, and (c) can collectively deliver a step change in the town.

This prioritisation process is important because, while all the interventions on the long list have merit, we recognise that it is not feasible or realistic for our partners to deliver all of them given the current funding climate. This process enables our limited resources to be directed to

Table 1 Contribution of Game Changing Interventions to the Dereham Ambition

Interventions	Dereham Ambition					
	1	2	3	4	5	6
Re-Imagined Dereham Reconfiguring the Town Centre.						
Future Proofed Dereham Improving the High Street Offer.						
Prosperous Dereham Strengthening the Local Economy.						
Diversified Dereham Creating a New Mixed-Use Quarter.						
Active Dereham Improving Sustainable Travel Infrastructure.						
Key ■ Strong Positive Impact □ Positive Impact	<div><div><div>1. Improve Dereham’s town centre so it is fit for the future</div><div>2. Celebrate the town’s close proximity to Norwich</div><div>3. Strengthen Dereham’s position as an important community and service hub</div></div><div><div>4. Build on, improve and better connect Dereham’s assets</div><div>5. Curate a higher-wage economy</div><div>6. Alignment with 21st century market town principles</div></div></div>					
High level cost estimates related to each game changing intervention are provided later in this report. It is important to note that costs related to Diversified Dereham: Creating a New Mixed-Use Quarter and Prosperous Dereham: Strengthening the Local Economy are total construction costs. The cost quoted are not estimates of the required public sector spending. In some cases, these schemes may be able to be delivered wholly by the private sector finance, in other cases viability gaps may have to be filled by some form of gap funding agreement or joint venture arrangements. Appropriate delivery mechanisms will need to explored for all such schemes, and subjected to the usual value for money tests.						

projects that will deliver the biggest impact for Dereham.

Creating a short list also ensures that our plan is practical, action-oriented and relentlessly focused on delivery – it avoids creating a document with aspirations that are unrealistic to deliver over the next ten years.

Some interventions have not made the short list but are still considered as important. The

game changers will therefore be complemented by (a) the delivery of some **tactical short-term interventions** from the long list that will rapidly deliver highly visual improvements and, (b) through the provision of support for a series of **long-term high-impact infrastructure proposals**.

Catalysing Positive Change		
Public sector investment is required to unlock our opportunities and kickstart catalytic change. This is because several market failures are holding the town back:		
Viability Gap: Commercial rents are comparatively low making most investments unviable without public sector support.	Viability Gap: Housing is more profitable than commercial space so is prioritised by developers over employment space.	Abnormal Costs: Much of the town centre is within a conservation area and has historic properties that are difficult and expensive to develop deterring investors.
Public Goods: Public realm, transport infrastructure and some commercial properties are the responsibility of public bodies and therefore require active intervention.		Co-ordination Failure: There is a need to pull together the aspirations and work of different partners to ensure alignment and deliver genuine transformative change together.

Logic Model
A logic model is a simple graphic that reflects the theory of how interventions lead to positive outcomes. It represents, in a simplified way, a hypothesis about how interventions work together to deliver positive change.

Contributing to Breckland-Wide Objectives
As well as delivering against the Dereham ambition, these game changing interventions will contribute to six Breckland-wide objectives that have been developed in response to the district's strengths, weaknesses, opportunities and threats as set out earlier in this document (See Chapter 1: Introduction). Together with the plans for Thetford, Swaffham, Attleborough and Watton, they will deliver district-wide economic, social and environmental benefits.

Investment in the interventions set out in this document will address these market failures and deliver positive change. This is summarised in our Logic Model overleaf – this captures the rationale for the interventions and illustrates how they will deliver positive impacts for both Dereham and Breckland.

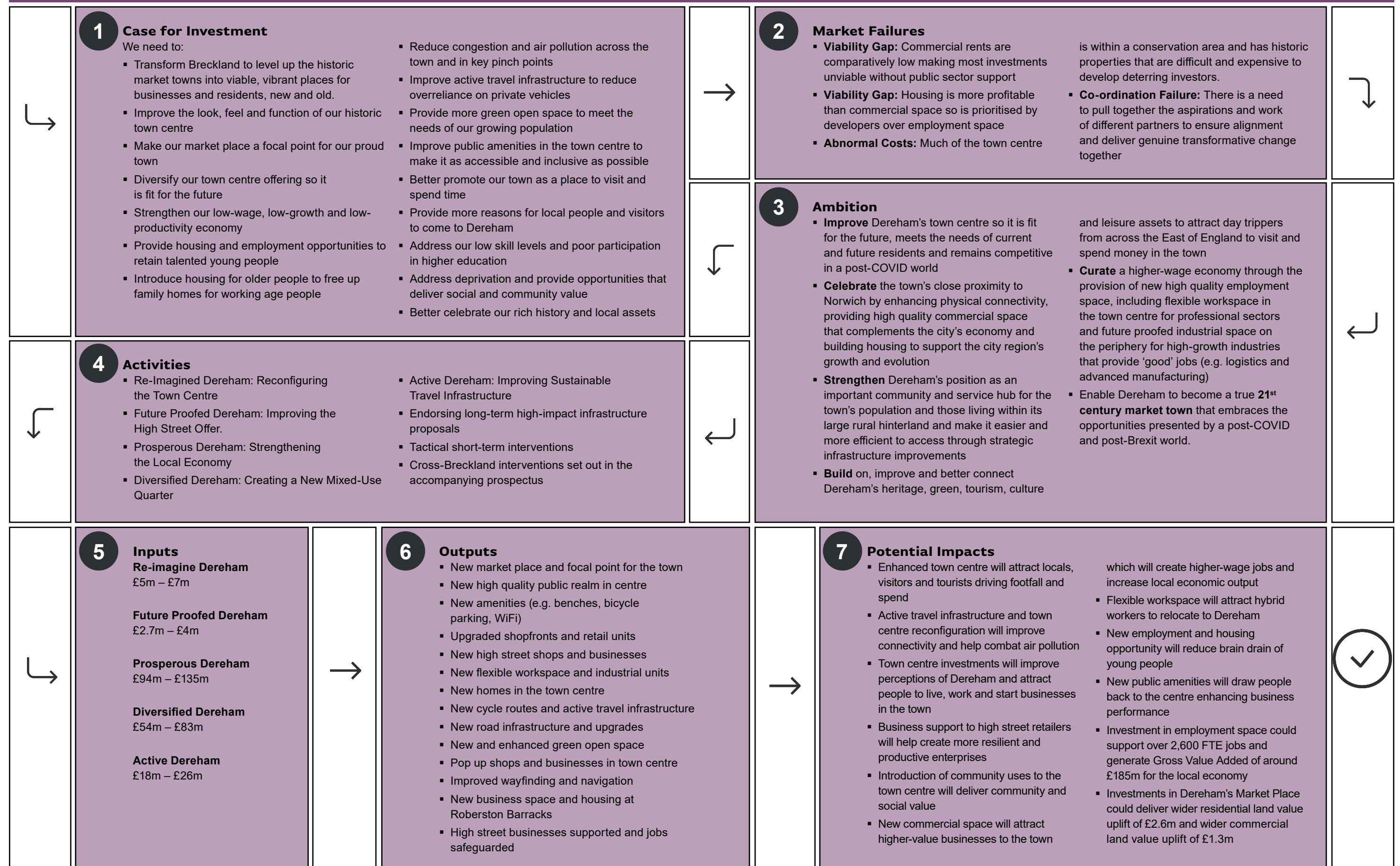
It is important to note that this work will complement and add to existing aspirations for the town, district and region. For example, the Town Delivery Plan aligns with:

- **Dereham's Draft Neighbourhood Plan (2019-2036):** This sets out Dereham Town Council's aspiration for Dereham to become a self-sufficient town that provides the homes, jobs, shops, public services and leisure amenities that the local population and wider hinterland needs.
- **Dereham's Network Improvement Strategy (2019+):** This recognises Dereham's connectivity challenges and includes several short-, medium- and long-term actions to address current issues. It includes actions related to cycling corridors, roundabouts, signage and dualling of the A47.
- **Breckland's Local Plan (2019-2036):** This summarises Breckland District Council's ambition to deliver 15,000 new homes and 64 Ha of employment land across the district by 2036. Dereham is expected to contribute over 1,700 homes and 3 Ha of employment land.
- **Norfolk's Strategic Planning Framework (2019+):** This details a collective spatial vision for Norfolk that reflects the aspirations of all the county's Local Planning Authorities. The vision focuses on strengthening the regional economy, increasing resilience to

climate change, regenerating settlements, meeting housing need and building excellent physical and digital connectivity.

- **Norfolk's Together, For Norfolk Plan (2019-2025):** This is Norfolk County Council's plan for the future of the county and it sets out a commitment to invest in Norfolk's growth and prosperity by: (1) focusing on inclusive growth and improved social mobility; (2) encouraging housing, infrastructure, jobs and business growth; (3) developing the workforce to meet the needs of local businesses; and, (4) reducing the impact of economic activity on the environment.
- **Norfolk's Draft Transport Strategy (2021-2036):** This sets out Norfolk County Council's aspiration to improve the county's transport system by embracing the future, prioritising sustainable travel, improving connectivity and increasing accessibility. It restates the County's aspiration to dual the A47, including between Easton and Tuddenham.
- **Norfolk's Rural Strategy (2017-2020):** This sets out Norfolk County Council's vision for rural Norfolk which is focused around exploiting future growth opportunities by embracing technology-led growth, creating a world-class environment to live, work and visit and delivering a competitive land-based industry.

Figure 11 Logic Model





04

Dereham's Game Changers: Enabling Transformative Change

Dereham's Game Changers

Enabling Transformational Change

Figure 12 Interventions to Transform Dereham

1. Re-Imagined Dereham: Reconfiguring the Town Centre

- Re-design and re-configure the marketplace and town centre to attract people to spend time

2. Future Proofed Dereham: Evolving the High Street Offer

- Shopfront upgrades
- Meanwhile programme
- Purchasing and repurposing units
- Innovation grants and loans
- Business support programme

3. Prosperous Dereham: Strengthening the Local Economy

- Refurbish and adapt the operating model of the Breckland Business Centre
- Redevelopment and intensification of Breckland Council's industrial units on Bertie Way Ward
- Activation and development of employment site behind Elizabeth House

4. Diversified Dereham: Creating a New Mixed-Use Quarter

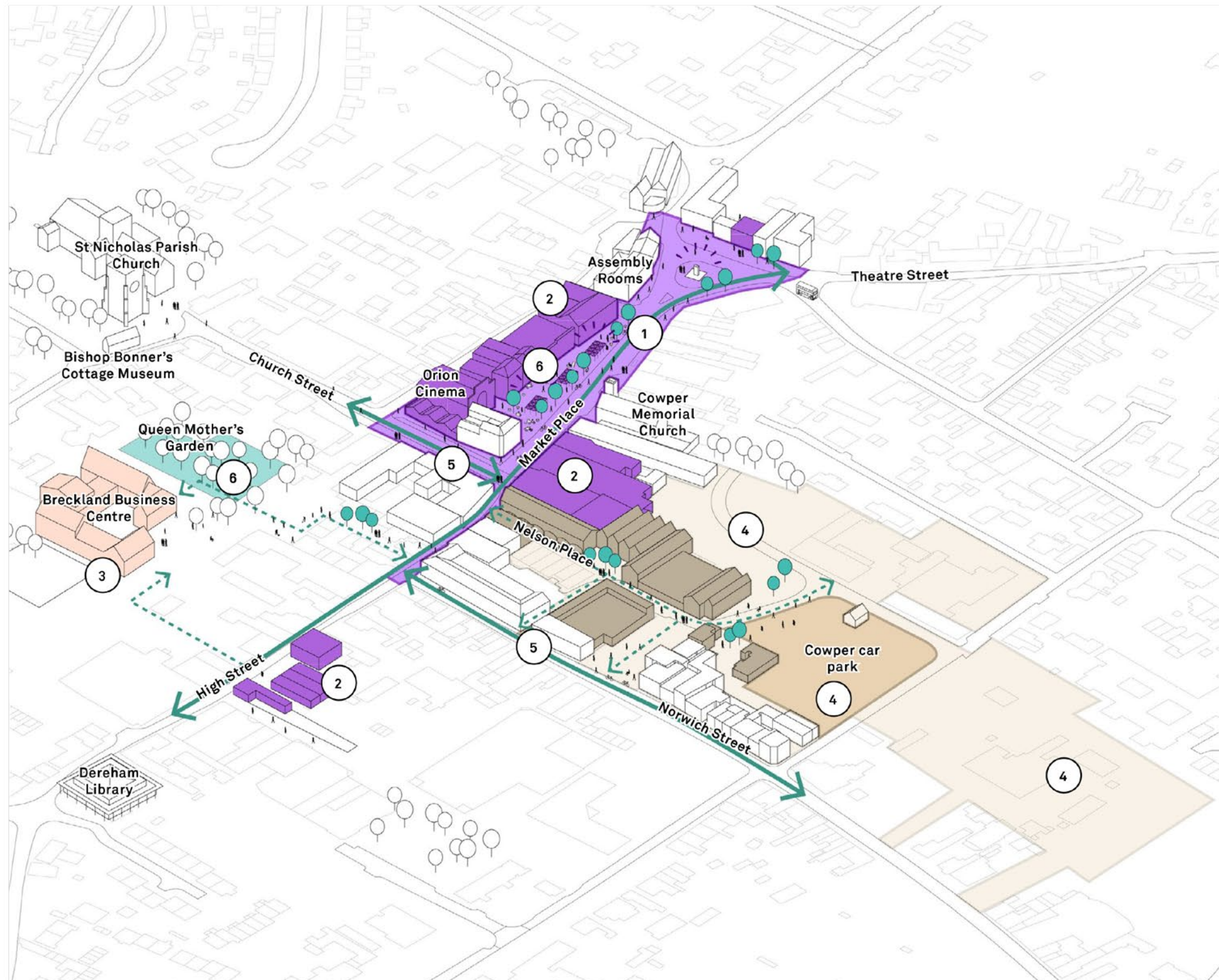
- Re-develop Nelson's Place, Cowpers Road Car Park and surrounding shops into a high-quality scheme that provides a mix of uses

5. Active Dereham: Improving Cycling Infrastructure

- Enhanced cycling routes across the town with trunk routes that link up to the town centre
- Several linking routes to ensure major assets are accessible and to link up proposed trunk routes
- Cycle parking and servicing station

6. Quick wins: Short Term Tactical Interventions

- Public realm enhancements; seating, public art, short-term improvements to Nelson's Place
- Public amenity improvements; community toilet scheme, free town centre WiFi, electric vehicle charging, improved bicycle parking
- Improved wayfinding throughout the town and digital signage with car parking information
- Enhancing green space; new trees and plants in town centre, upgrades to Queen Mother's Garden
- Marketing campaign involving all attractions
- Place activation; new regular events programme



1. Re-Imagined Dereham: Reconfiguring the Town Centre

Project Description

The Market Place has strong architecture and is centrally located but is currently underperforming as a gateway for the town centre due to a traffic dominated environment and a lack of pedestrianised space.

This project aims to make the Market Place the bustling hub of Dereham's town centre once again. There is a clear opportunity to boost the current market offer and celebrate Dereham's heritage assets whilst supporting the surrounding high street at the same time.

Proposals to re design and re configure the marketplace are set out overleaf. These incorporate a number of strategic moves:

- Reduce dominance of traffic by reconfiguring traffic routes, narrowing the road, removing the car parking and improving walking and cycling routes.
- Pedestrianise the car parking area, provide street furniture and improve surrounding public realm to provide a new focal public square for Dereham.
- Simplify bus routes and reposition/relocate bus stops to help reduce traffic.

The proposals will allow regular markets and events to take place, reactivating Dereham's historic function as a market town and meeting point for people living in the surrounding rural hinterland. In addition to this:

- Improved public realm will encourage people to spend time in the town centre and provide space for seating, lighting, trees and greening.
- Visual appeal will be improved by investments in heritage assets and improving and upgrading shopfronts.

- A new identity that celebrates the history of the town will be created through new crossings, signage, surfaces and furniture.

Several 'design principles' have shaped the illustrative vision diagram overleaf:

1. Resolution of bus movement through market place to reduce traffic dominance and congestion.
2. Minimisation/reorganisation of parking to allow for pedestrianisation of central Market Place.
3. Shared surface parking bays along the eastern edge of market place to ensure continued accessibility.
4. A parade of trees to buffer traffic.
5. Shopfront improvements and provision of spill out cafe space.
6. More seating/benches.
7. Highly visible and high quality bicycle parking.
8. Publicly accessible toilets in local businesses (signage to articulate this).
9. Trees and greening.
10. Market Place (road) to be celebrated as 'heritage corridor' into the market place.
11. Celebration of Assembly Rooms - interventions/ improvements to activate public realm in front.
12. Investment in market/trader infrastructure.
13. The key next step will be commission full designs and plans using these principles as a basis.

Existing Site Photographs



Source: We Made That, 2021



Source: We Made That, 2021

Delivery Partners

- Norfolk County Council; Dereham Town Council; Breckland Council

Project Rationale

- Appearance is not attractive to locals, visitors and tourists
- Market place is busy, congested, loud and dominated by vehicles
- Few places to stop, rest and dwell
- High volume of bus flows and noise create a negative visitor experience
- Cluttered walkways and narrow pavements negatively impact pedestrian movement
- Lack of public amenities (e.g. free WiFi, electric charging, bicycle parking and public toilets)
- Lack of places for people to meet, socialise and do business
- Lack of greenery and planting
- Clear opportunity to create a focal point and destination feature for the town

Strategic Alignment

Dereham Ambition:

- Will improve Dereham's town centre by creating a new focal point and highly attractive public space
- Will build on Dereham's heritage, green, tourism, culture and leisure assets by creating a new heart that will complement the existing offer and attract people to spend more time and money
- Will support Dereham to become a 21st century market town through the provision of new public space that meets modern consumer expectations and evolving resident needs

Breckland Objectives:

- Will support town centre regeneration by improving the look, feel and function of Dereham town centre
- Will support inclusion through the provision of amenities that can be enjoyed by all (e.g. benches, planting, WiFi, bicycle stands etc)
- Will support business and enterprise as there is a clear link between the quality of place and expenditure in high street businesses
- Will enhance heritage as improvements will complement Dereham's attractive architecture
- Will improve the local environment and air quality by making the town centre less vehicle dominated

Proposed Actions

- Undertake detailed feasibility study and detailed design work
- Implement full capital improvement works in line with detailed design
- Improve frontages to activate the space and boost visual appeal
- Establish regular market activities and programme of events

Estimated Costs

- Total project cost will be between £5-7m (inc £1m Construction Contingency and £1.2m professional fees)

1. Re-Imagined Dereham: Reconfiguring the Town Centre...continued

Potential Funding Mechanisms <ul style="list-style-type: none">Public sector grants (e.g. Levelling Up Fund, Active Travel Fund and Shared Prosperity Fund); Developer contributions (e.g. s106); Private sector investment (e.g. Municipal Bond Agency); Local public bodies (e.g. Breckland Council, Dereham Town Council and Norfolk County Council capital funds)	
Next Steps <ul style="list-style-type: none">Undertake detailed feasibility studies; produce detailed designs; secure funding; secure planning permission	
Indicative Timescales <ul style="list-style-type: none">Short term (0-3 years): Full feasibility and detailed designs. Trialling of temporary pedestrianisation of market place.Medium term (3-5 ye ars): Full capital improvement works, frontage improvements and new event programme.	Potential Outputs <ul style="list-style-type: none">Pedestrianised area: 4815 sq mRaised table: 600 sq mShared surface: 220 sq mHighways improvements: 1965 sq mFrontage improvements: 173 sq m
Potential Impacts <ul style="list-style-type: none">Enhanced market place should attract locals, visitors and tourists to the town centre and increase expenditure in local businesses<ul style="list-style-type: none">Improved public space and green space in Sheffield City Centre increased footfall by 35% and led to a £4.2m net increase in spending within local businesses⁶Pedestrianisation and the introduction of a new public square in Coventry led to a 25% increase in weekend footfall⁶Public realm improvements and interventions to reduce street clutter in Kelso led to a 25% increase in town centre footfall⁶High levels of public investment could encourage other businessowners to improve their properties and stimulate wider investment in the town<ul style="list-style-type: none">St Anne's on the Sea invested £1.75m in refurbishing their main pedestrian square which stimulated over £20m of wider private sector investment in the town⁷Investment in good quality public realm should increase local land values and property prices making wider regeneration more viable<ul style="list-style-type: none">A study by the Northwest Regional Development Agency found that good urban design can lead to an increase of up to 20% in property capital value and accelerate lettings and sales rates ⁸Using Government guidance it is estimated that over five years investments in Dereham's Market Place could deliver wider residential land value uplift of £2.6m and wider commercial land value uplift of £1.3m⁹Re-configured centre should reduce noise and pollution making it more pleasant to visit, dwell and spend timeEnhanced town centre appearance should improve perceptions of Dereham as a place to live, work and open a new businessAny adopted solution would need to consider and mitigate the impact of loss of parking	

6 The Pedestrian Pound, Living Streets (2018)

7 ibid

8 ibid

9 This is a high-level gross estimate. Detailed economic modelling adjusted for additionality will be undertaken as part of the Breckland Prospectus early next year.

Project Examples

- Cirencester Market Place:** Cirencester Market Place was sensitively upgraded in 2016 to improve the appearance of the town centre and celebrate its historic architecture, while also reducing traffic and creating a dedicated space for market stalls and other public events. The upgrades, which were designed by Portus + Whitton Landscape Architects, have been welcomed by residents and received a Conservation Area Award at the Civic Voice Design Awards in 2018.
- Newark Market Place:** Newark Market Place is a high-quality pedestrian-friendly space in the heart of Newark that is a focal point for the town. It is a calm and pleasant place to spend time and it has a bustling daily market that sells local produce, antiques and crafts. A range of different market stalls are available each day to bring interest and variety to the town centre.

Cirencester Market Place



Source: Getty Image, 2020

Figure 13 Re-Imagined Dereham: Reconfiguring the Town Centre (High-Level Illustrative Visual)














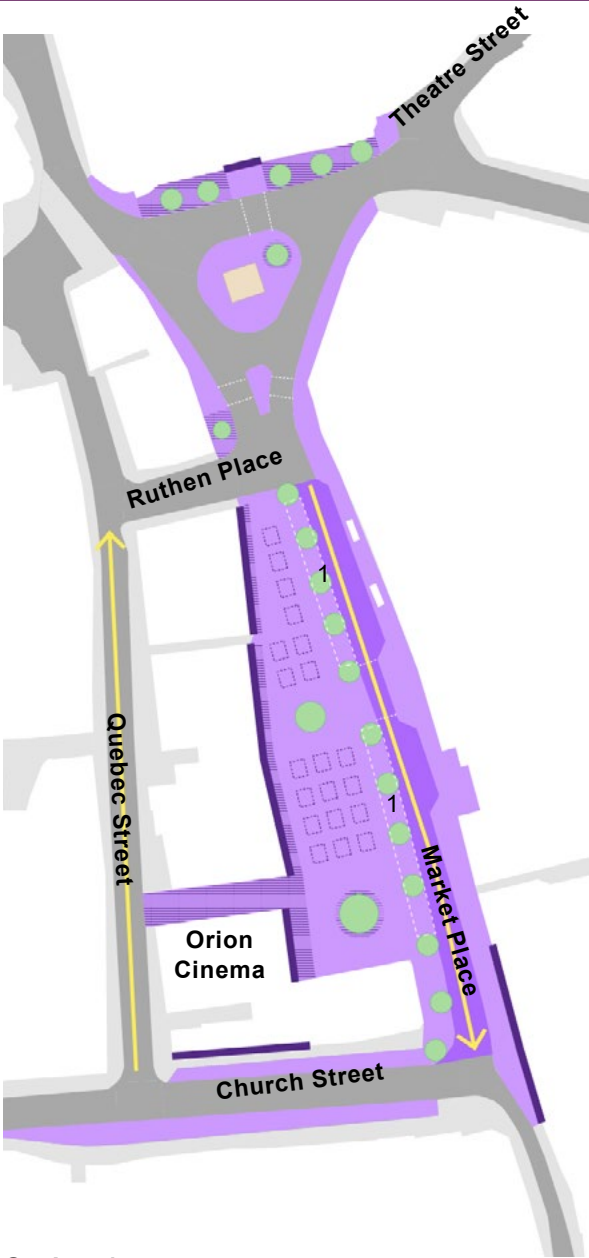
Figure 14 Re-Imagined Dereham: Reconfiguring the Town Centre (High-Level Illustrative Options)

The adjacent diagrams present Dereham's priorities for the market place. These have been organised as the following set of **design principles**:

1. Resolution of bus movement through market place to reduce traffic dominance and congestion
2. Minimisation/reorganisation of parking to allow for pedestrianisation of central market place
3. Shared surface parking bays could be located along the eastern edge of market place
4. A parade of trees to buffer the traffic
5. Shopfront improvements and provision of spill out cafe space
6. More seating/benches and lighting
7. Highly visible and high quality bicycle parking
8. Publicly accessible toilets in local businesses (signage to articulate this)
9. Trees & greening
10. Market Place (road) to be celebrated as 'heritage corridor' into the market place
11. Celebration of Assembly Rooms - interventions/improvements to activate public realm in front
12. Investment in market/trader infrastructure
13. Improve public amenities where possible (e.g. free WiFi, electric charging, bicycle parking and public toilets)

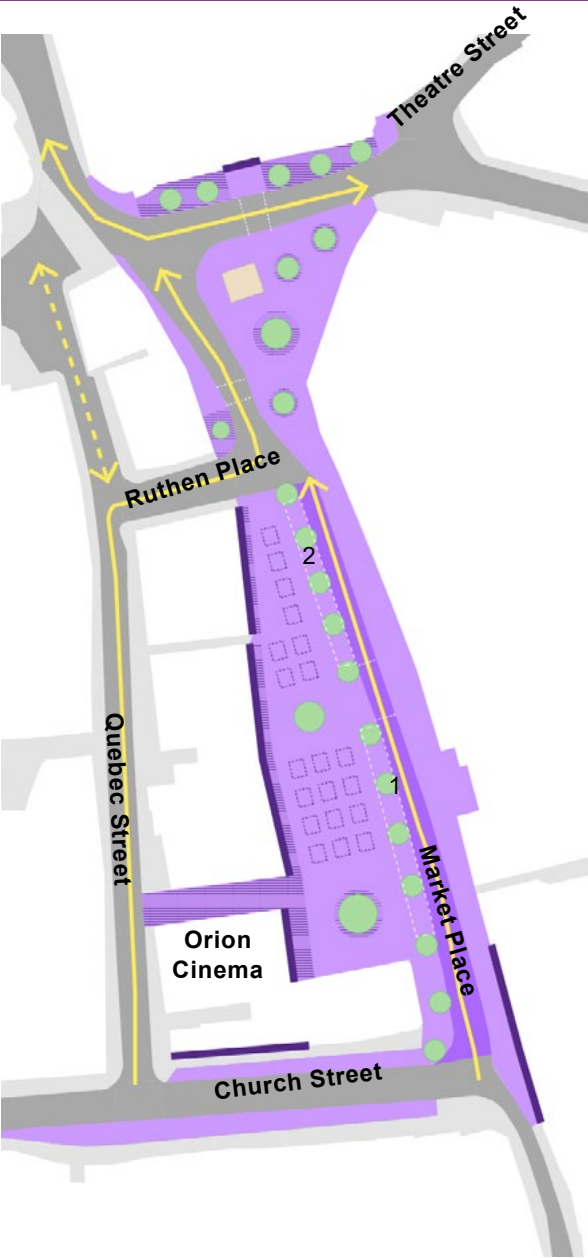
Key

-  Pedestrianised area
-  Raised table
-  Spill out space/seating areas
-  Highways improvements
-  Possible market stall locations
-  Shared surface:
 1. Space allocated used for parking/loading
 2. Space allocated for bus stops
-  Pedestrian crossings
-  Frontage improvements
-  North/south bus routes
-  Two way route to post office
-  Trees



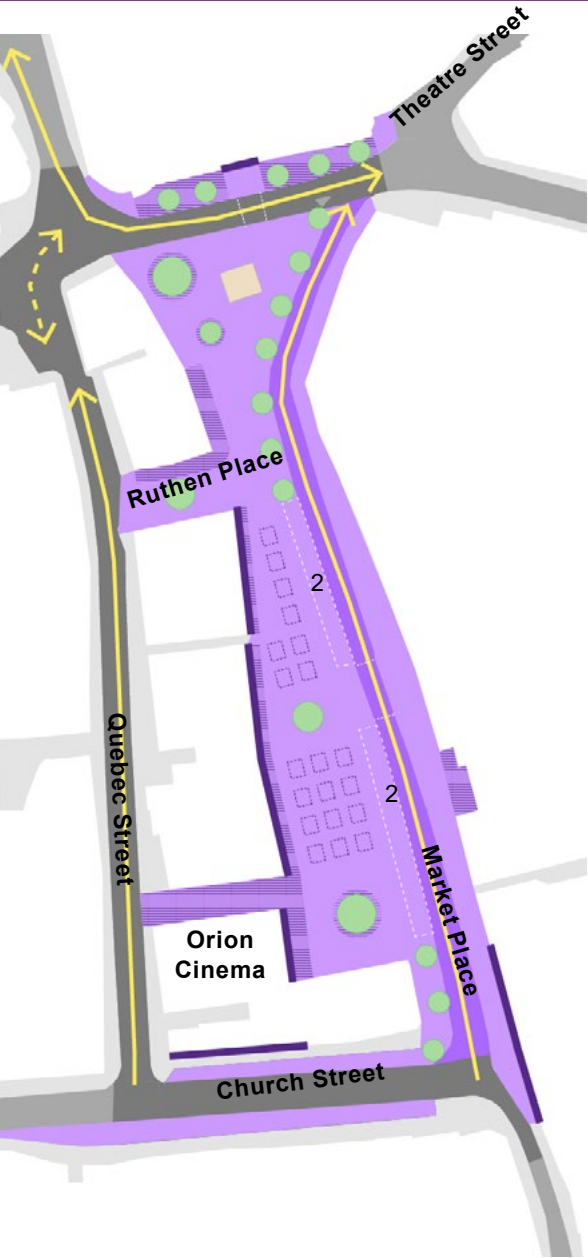
Option 1

Clarification of a southern route through the market and northern route along Quebec Street



Option 2

Only northern routes through the market place/ along Quebec Street to allow for removal of roundabout in north, in turn expanding the pedestrian public realm



Option 3

Opening up of Quebec Street in the north to allow for through traffic to be able to pedestrianise the entire area of the market place. Proposed areas:

- Pedestrianised area: 4815 sq m
- Raised table: 600 sq m
- Shared surface: 220 sq m
- Highways improvements: 1965 sq m
- Frontage improvements: 173 sq m

2. Future Proofed Dereham: Improving the High Street Offer

Project Description

- Dereham's town centre offer does not currently reflect a 21st century market town. While there are some valuable shops that serve an important local function, the current mix lacks diversity and is dominated by low quality shops, chain stores and charity shops. This is exacerbated by rising retail vacancy rates and a lack of innovation among existing retailers, which ultimately means the town centre suffers from low footfall and spend.
- This project aims to curate a stronger and more diverse town centre offering that is fit for the future, attracts a wide range of visitors and creates a vibrant atmosphere that residents can be more proud of.
- On the one hand, it involves pursuing projects to support existing businessowners to adapt their offer and improve their physical stores to better meet evolving consumer demand and expectations. This will be achieved through direct business support, shop front improvement grants and capital investment in businesses looking to re model or re purpose their units to try new ideas. This will help improve the local offer while also retaining at-risk businesses and jobs.
- On the other hand, it involves public bodies directly intervening to introduce new businesses and organisations to the town centre. This will be achieved through strategic investment in units that can be repurposed to diversify the local offer and fill existing gaps. This will be supported by a rolling meanwhile programme of temporary 'pop up' businesses which will allow entrepreneurs to test ideas and explore the viability of opening a new business in Dereham within vacant units.
- The types of uses that this project will seek to introduce for Dereham include restaurants, cafes, flexible workspaces and space for enhanced community, health and social care provision. This is because these uses are currently underrepresented in the town centre and in demand from local residents.
- The focus will be on introducing these uses to complement the existing offer rather than compete with it. Many existing high street businesses are valued and well used by local residents so the aim will be to ensure that these businesses are supported to flourish and that any new uses drive local footfall and enhance spend in both existing and new high street businesses.
- This project will be supported by a number of the proposed short term tactical interventions set out later in this document (particularly around the public realm and public amenity offer).

Existing Site Photographs



Source: We Made That, 2021



Source: We Made That, 2021

Delivery Partners

- Landlords; meanwhile operators; businessowners; business support providers; Breckland Council Property; local contractors; Dereham Town Council

Project Rationale

- Retail vacancy rates have risen and could increase further over time
- High number of low quality shops, charity shops and chain stores
- Underrepresentation of places for people to meet, socialise and do businesses (i.e. cafés, restaurants, bars, pubs, flexible workspaces)
- Poor evening offer and little to cater for tourist and visitor needs
- Collapse of multiples presents a major risk to the sustainability of the town centre
- Many units have a poor visual appearance which negatively impacts customer and investor perceptions
- Existing local independents struggling due to the impacts of COVID-19 and lockdown

Strategic Alignment

Dereham Ambition:

- Will improve Dereham's town centre by diversifying the high street offer which will attract more people to visit and spend money
- Will strengthen Dereham's position as a community hub by introducing new services and facilities to the town centre
- Will support Dereham's heritage, green, tourism, culture and leisure assets by providing complementary businesses and services that meet customer needs
- Will help curate a higher-wage economy through the provision of new flexible workspace units in the town centre
- Aligns with broader policies including the UK Industrial Strategy, Government's Bus Back Better, New Anglia's Draft Local Industrial Strategy and Breckland Council's Corporate Plan, as well as priority investment areas identified as part of Government's recent regeneration funding pots (i.e. Future High Street Fund, Stronger Towns Fund and Levelling Up Fund)

Breckland Objectives:

- Will contribute to town centre regeneration by diversifying the high street offer which will attract more people to visit and spend money
- Will support inclusion if community uses are introduced
- Will support business and enterprise through the provision of business support for existing high street businessowners and the introduction of new flexible workspace units
- Will enhance Breckland's culture and heritage offer through the introduction of complementary businesses and services that meet customer needs

2. Future Proofed Dereham: Improving the High Street Offer...continued

Proposed Actions <ol style="list-style-type: none">1. Business support programme: Procurement of a retail expert to provide intensive 1-1 support for local high street businesses to help them adapt their offering and increase revenue2. Shopfront upgrades grant: Provision of grants to businessowners to improve their shopfronts, particularly those in prominent positions close to the market place3. Innovation capital grants and loans: Provision of small capital grants and loans to support businessowners looking to evolve their business model to physically adapt their units and purchase any necessary equipment4. Meanwhile programme: Commission a meanwhile operator to take on vacant space on a temporary basis that can be let to entrepreneurs to test new concepts and business ideas5. Purchasing and repurposing units: Strategic acquisition of prominent retail units and repurposing them to diversify the town centre offering so it is fit for the future (e.g. through the provision of flexible workspace, community uses, restaurants, cafés etc)	
Estimated Costs <ul style="list-style-type: none">▪ Our estimates for this project are £2.7 - 4 m, £139,000 professional fees, £116,000 construction contingency, dependent upon which interventions are included from below:<ul style="list-style-type: none">• £75k for business support programme• £760k for shop front upgrades• £50k for innovation capital grants• £70k for meanwhile programme• £1.75-3m for purchasing and repurposing units <p>N.B. this does not include any returns the public sector may make from purchasing retail units.</p>	
Potential Funding Mechanisms <ul style="list-style-type: none">▪ Public sector grants (e.g. Levelling Up Fund); Local public bodies (e.g. Breckland Council's Market Towns Initiative and Commercial Property Investment Portfolio); Developer contributions (e.g. s106); Public sector finance (e.g. Public Works Loan Board)	
Next Steps <ul style="list-style-type: none">▪ Develop full business cases; secure funding; procure relevant advice and/or operators for specific opportunities; secure planning permission	
Indicative Timescales <ul style="list-style-type: none">▪ Short-Term (0-3 Years): Business support; Shopfront upgrades grant; Innovation capital grant and loans; Meanwhile Programme▪ Medium-Term (3-5 Years): Purchasing and repurposing units	Potential Outputs <ul style="list-style-type: none">▪ 30 businesses supported; 15 shop front upgrades; 5 capital innovation grants; 10 temporary 'pop up' shops; and, 5 purchased and repurposed units

Potential Impacts

- More diverse town centre offer will attract more people, driving footfall, interest and spend
- Enhancements to the visual appearance of the town centre will improve perceptions of Dereham as a place to live, invest and open a business
- More cafés, restaurants and shops that cater to visitor needs will boost tourism and help increase visitation to local attractions
- Business support will create more resilient businesses that will be able to adapt to economic fluctuations and changing consumer expectations which, in turn, will protect local jobs
- Introduction of flexible workspace will drive day time footfall, strengthen the local economy and create new employment opportunities
- Use of town centre units for community uses will drive day time footfall and deliver community and social value

Project Examples

- **Park Mall, Ashford:** The 1980s Park Mall was purchased by Ashford Borough Council in 2015 due to rising vacancy rates. Since acquiring it the Council has curated a more diverse retail offering with more space taken up by local independents than high street multiples.
- **Central Parade, Walthamstow:** The London Borough of Waltham Forest leased a town centre office unit in Walthamstow to Meanwhile Space in 2016 to support local economic growth. The space is let to creative entrepreneurs to test and experiment new business ideas, with the most successful being supported to find permanent space elsewhere in the town centre.
- **Folkestone Creative Quarter:** The Creative Quarter in Folkestone is a collection of retail units that have been repurposed to provide retail, studio and maker space for local creatives in Folkestone's Old Town. Through single ownership of units, a cluster of likeminded businesses has been curated which has created a new and unique identity to a once declining part of the town.

Creative Quarter, Folkestone



Source: Hatch, 2018



Source: Hatch, 2018

3. Prosperous Dereham: Strengthening the Local Economy

Project Description

- Dereham's economy is dominated by low wage and low productivity businesses. This is driven by a range of factors (e.g. skills and infrastructure), but the most significant is a lack of high quality commercial space for higher-value businesses.
- This intervention aims to curate a more diverse and higher wage economy for the town through the provision of new and improved commercial space that meets the needs of high growth sectors. This should help Dereham to become an important employment centre once again, while also helping to build a more resilient and modern economy.
- This intervention will involve pursuing three major employment opportunities across the town as set out below. Together these will provide a mix of new office and industrial space that will meet the needs of businesses of different types, sizes and turnovers.
- Business support programmes organised at the district and LEP levels will maximise the impact and success of these investments.
- Inward investment support from the LEP and Norfolk Chamber of Commerce will help attract businesses to utilise new space.

Existing Site Photographs



Source: Breckland Council, 2021



Source: Breckland Council, 2021

Delivery Partners

- Breckland Council Property; landowners; workspace operators; local businesses

Project Rationale

- Low-wage, low-growth and low-productivity local economy
- Underrepresentation of higher-value and high-growth sectors (e.g. ICT, Media and Creative; Warehousing and Logistics; Advanced Manufacturing etc)
- No high-quality commercial space that higher-value and high-growth sectors demand
- Low commercial property vacancies means there is little space for innovative new businesses
- Lack of flexible workspace across the town and in the centre
- Very low levels of industrial provision versus other towns in the district
- Brain drain of young people due to a lack of local economic opportunities
- Rise in remote working presents opportunities for flexible workspace close to where people live

Strategic Alignment

Dereham Ambition:

- Will improve Dereham's town centre through the provision of flexible workspace that meets the needs of workers, freelancers and small businesses
- Will strengthen the town's relationship with Norwich through the provision of much-needed industrial space that will support the evolution and growth of the city region
- Will help curate a higher-wage economy as the new commercial space will attract higher-value businesses to the town
- Will help Dereham become a 21st century market town due to the introduction of flexible workspace that supports hybrid working and the creation of a stronger and more resilient local economy
- Aligns with broader policies including the UK Industrial Strategy, New Anglia's Draft Local Industrial Strategy, Breckland Council's Corporate Plan and Breckland Council's Core Strategy, as well as priority investment areas identified as part of Government's recent regeneration funding pots (i.e. Future High Street Fund, Stronger Towns Fund and Levelling Up Fund)

Breckland Objectives:

- Will contribute to town centre regeneration as new flexible workspace offer should drive footfall and local spend
- Will support business and enterprise by providing space that will strengthen and diversify the local economy
- Will support inclusion and skills if some space is provided at affordable rates and if operators provide a business support offer

Proposed Actions



1. Full or partial **refurbishment of the Breckland Business Centre** in the town centre to provide high-quality flexible workspace for hybrid workers, freelancers, entrepreneurs and small businesses within higher-value professional sectors. To meet the needs of these groups the space will need to have highly flexible terms that allow people to work around their commitments and to take business risks (e.g. hiring new staff or trying new ideas). Demand is likely to be high for fixed-desks, small offices and collaboration/meeting space. If an alternative scheme comes forward for the site flexible workspace should be provided for as part of the overall design.
2. **Redevelopment and intensification of Breckland Council's industrial units on Bertie Ward Way** to provide incubator units for small growth-focused industrial businesses that provide 'good' jobs (e.g. in the Advanced Manufacturing and Creative Production sectors). These units will need to provide workshop and office space while also being adaptable to fit the needs of different businesses. There is a clear opportunity to increase the quantum of space on site by using underutilised areas and intensifying existing units.
3. **Activation and development of the employment site** behind Elizabeth House and adjacent to the A47 to provide 'grow on' space for businesses using the proposed incubator units and to take advantage of the rapidly growing demand for warehousing and logistics space. The latter is a major opportunity for Dereham given the site's location next to the A47 and the town's strategic location between important cities, ports, towns and roads. Businesses in these sectors often provide 'good' jobs that cater to people with comparatively low qualification levels, which is important given Dereham's demographic mix. Significant up-front work will need to go into solving the access and transport issues associated with the site.

3. Prosperous Dereham: Strengthening the Local Economy...continued

<p>Estimated Costs</p> <p>N.B. The costs for the latter two project are not estimates of the public sector spending required. It may be possible for the private sector to deliver them or it may need some public funding or a joint venture to fill viability gaps. The costs also do not take into account any returns the Council may receive for redevelopment and activation of its own assets.</p> <ul style="list-style-type: none">Total project costs £94- £135m (inc £19m construction contingency. £22.5m for professional fees)<ul style="list-style-type: none">£11.25 m for full refurbishment of Breckland Business Centre (less for partial scheme)£46m for redevelopment of Bertie Ward Way Industrial Units£78m for activation and development of employment site behind Elizabeth House	
<p>Potential Funding Mechanisms</p> <ul style="list-style-type: none">Public sector grants (e.g. Levelling Up Fund and Shared Prosperity Fund); Public sector finance (e.g. Public Works Loan Board); Local public bodies (e.g. Breckland Council's Commercial Property Investment Portfolio); Private sector investment (e.g. Municipal Bond Agency); Development contributions (e.g. s106)	
<p>Next Steps</p> <ul style="list-style-type: none">Produce full feasibility studies; produce detailed designs; develop full business cases; secure funding; secure planning permission	
<p>Indicative Timescales</p> <ul style="list-style-type: none">Short-Term (0-3 Years): Refurbishment of Breckland Business CentreMedium-Term (3-5 Years): Redevelopment and intensification of industrial units on Bertie Way WardLong-Term (5-10 Years): Activation and development of employment site behind Elizabeth House	<p>Potential Outputs</p> <ul style="list-style-type: none">Around 3000 sq m of refurbished flexible workspace; 20,000 sq m of incubator units; and, 45,000 sq m of industrial space
<p>Potential Impacts</p> <div><ul style="list-style-type: none">New high-quality space will attract higher-value businesses that provide 'good' jobs<ul style="list-style-type: none">It is estimated that a fully refurbished Breckland Business Centre could support 200 FTE jobs and generate Gross Value Added of £17m. The high-quality refurbishment should allow the building to accommodate more workers and attract higher value businesses than it currently does.¹⁰</div> <div><ul style="list-style-type: none">It is estimated that redeveloped business units on Bertie Ward Way could support 400 FTE jobs and generate Gross Value Added of £30m. This represents an uplift on the current employment and economic contribution as the new scheme will provide more floorspace and will be targeted at higher-value industrial sectors.¹¹</div>	

¹⁰ To illustrate, the Gross Value Added per worker in the 'Human Health and Social Work' sector, which is currently present in the Breckland Business Centre, is in the region of £25k per annum versus £42k in 'Professional, Scientific and Technical Activities' sector (ONS, 2012)

¹¹ To illustrate, the Gross Value Added per worker in the 'Wholesale/Retail Trade and Repair of Vehicles' sector, which is currently prominent on Bertie Ward Way, is in the region of £33k per annum versus £57k in 'Manufacturing' (ONS, 2012)

<ul style="list-style-type: none">It is estimated that a fully developed scheme on the site behind Elizabeth House could support 1,300 FTE jobs and generate Gross Value Added of £90m.¹² This will be a significant uplift to the town as the current site is inactive and does not contribute to the local economy.Survey evidence from Cushman & Wakefield and Avison Young¹³ indicates that tenants in professional sectors are increasingly demanding higher quality and more flexible workspace.Flexible workspace near the high street should drive town centre footfall and spend <ul style="list-style-type: none">Flexible lease terms will encourage businesses to innovate and try new ideasBroader workspace offer will improve perceptions of Dereham as a place to live, work and operate a businessMore diverse economy should increase local economic resilience to macroeconomic shiftsNew economic opportunities could inspire young to consider a broader range of career paths and could reduce brain drain of talented people	
<p>Project Examples</p> <ul style="list-style-type: none"><u>Business Terrace, Maidstone</u>: A high-quality 7,000 sq ft flexible workspace in a former Maidstone Borough Council office in Maidstone town centre that provides space to support the acceleration of start-ups and small businesses. Tenants have access to office space, meeting space and a range of amenities alongside intense business support to enable them to grow and prosper. The space is oversubscribed and primarily used by small businesses in professional sectors. This is the type of model that could be used in Breckland Business Centre to attract higher value businesses and support small businesses to scale.<u>Hethel Engineering Centre, South Norfolk</u>: An incubator centre for high-growth and high-value small businesses focused on advanced engineering. Includes light industrial workshops, offices, meeting rooms and shared equipment. The space is fully occupied and plans are in train to build out an adjacent site for 'grow on' space that successful businesses can move into. This is the type of model that could be introduced on Bertie Way Ward to increase the value and diversity of the local economy.<u>Eastern Gateway, Ipswich</u>: Major new logistics, warehousing and business park to the west of Ipswich which is to become home to Amazon, La Doria and other similar businesses. The site is strategically located adjacent to the A47 and is close to the Port of Felixstowe and A12 to London. New employers will bring hundreds of new 'good' jobs to the town across a range of logistics, warehousing and office-based businesses. This reflects the type of offer that could be developed behind Elizabeth House once the A47 dualling commences.	
<p>Helthel Engineering Centre, South Norfolk</p>  <p>Source: © John Fielding, 2017</p>	<p>Eastern Gateway, Ipswich</p>  <p>Source: © Zoopla Limited, 2021</p>

¹² These are high-level gross estimates. Detailed economic modelling adjusted for additionality will be undertaken as part of the Breckland Prospectus early next year. Gross Value Added refers to Government's preferred approach to measuring productivity.

¹³ Avison Young, Fit for the Future: The Impact of COVID-19 on Workplace and Portfolio Strategies (2021); Cushman & Wakefield, Global Office Impact Study and Recovery Timing Report (2021)

4. Diversified Dereham: Creating a New Mixed-Use Quarter

Project Description

- As highlighted throughout this document Dereham needs more housing, workspace, community space and green areas. The town centre also needs investment to improve its offer, look, feel and function.
- Perhaps the biggest opportunity area that can help address these challenges is the collection of sites that sit just off Market Place. These include Cowper Road Car Park, Nelson Place, the empty slot next to NR Fitness and Health, the adjacent shops such as Iceland, the industrial units and car park along George's Road and the vacant/green space to the north of the Memorial Hall.
- The aim of this project is to pursue the re-development of some or all these sites to create a new town centre quarter.
- A new quarter will introduce a more varied mix of active ground floor uses to the town centre that encourage people to visit and spend more time and money.
- It will also provide new housing, including affordable housing, that caters for a variety of ages which will help to support increased activity and footfall in the town centre.
- This will be combined with improved green and public amenity space to support the town centre and local community.
- New buildings will be sensitive to local architecture and add to the town centre's vitality. They will also tie in with improvements to the market square and elsewhere in the centre by curating a complementary offer, improving pedestrian movement and enhancing the look and feel of the centre.
- Detailed design work is required to set out what the new quarter will look like, but high level plans are provided overleaf to provide an illustration of the potential extent, layout and nature of a future scheme.
- Plans must include consideration of re-located or re-provided parking due to utilisation of the Cowper Road Car Park. There is also potential to integrate a new bus interchange to relocate some traffic away from the market place area whilst maintaining a bus station in a central location.

Existing Site Photographs



Source: We Made That, 2021



Source: We Made That, 2021

Delivery Partners

- Landowners; Norfolk County Council; Dereham Town Council; Breckland Council; Homes England; developers; businessowners

Project Rationale

- Need to diversify the high street offer to meet changing consumer demands
- Overrepresentation of low-quality retail units and fast-food outlets
- Town centre, particularly Nelson Place and Cowper Road Car Park, not attractive to locals, visitors and tourists
- Lack of flexible workspace to meet demand from hybrid workers, freelancers and small businesses
- Heavy bus traffic in town centre makes it busy, unpleasant, noisy and congested
- Lack of suitable housing for both older and younger people across Dereham
- Lack of affordable housing for people who live and work in the local area
- Brain drain of young people due to a lack of employment and housing opportunities

Strategic Alignment

Dereham Ambition:

- Will improve Dereham's town centre offer through a mix of new ground floor units and spaces
- Will enhance Dereham's relationship with Norwich as new housing and commercial space will support the evolution and growth of the wider city region
- Will help to curate a higher-value economy if flexible workspace is part of the scheme
- Will help Dereham become a 21st century market town as the housing offer will diversify the town centre demographic and enable modern town centre living

Breckland Objectives:

- Will support town centre regeneration through the development of a new mixed-use quarter to the east of the high street
- Will support inclusion if affordable housing and/or community space is included as part of the scheme
- Will support businesses as new high quality commercial space will be provided for a range of different enterprises

Proposed Actions

- The project will involve investigating the feasibility of re-development - if a full or partial scheme is found to be viable key next steps will involve designing a full masterplan, acquiring sites, identifying partners, securing funding and driving forward change

Estimated Costs

- Total project cost will be between £54m - £83m (inc £11.5m construction contingency, £13.8m for professional fees).
 - £47m for commercial developments
 - £28.6m for residential developments
 - £1.8m for highways improvements
 - £1.4m for public realm improvements
 - £4m for bus interchange

N.B. As previously stated the costs quoted are not estimates of the public sector spending required. It may be possible for the private sector to deliver this scheme or it may need some public funding or a joint venture to fill viability gaps.

4. Diversified Dereham: Creating a New Mixed-Use Quarter...continued

Potential Funding Mechanisms <ul style="list-style-type: none">Public sector grants (e.g. National Home Building Fund, Levelling Up Fund and Affordable Homes Programme); Public sector finance (e.g. National Infrastructure Bank); Joint-venture with developers; Private sector investment (e.g. Municipal Bond Agency)	
Next Steps <ul style="list-style-type: none">Undertake a detailed feasibility study, including viability and options analysis; produce detailed designs; engage with the market; determine best delivery route; secure funding; secure planning permission	
Indicative Timescales <ul style="list-style-type: none">Short-Term (0-3 Years): Investigate feasibility and produce full masterplanMedium-Term (3-5 Years): Identify partners and agree approach to site acquisitionLong-Term (5 Years+): Finalise plans and begin redevelopment scheme	Potential Outputs <ul style="list-style-type: none">Commercial development: 11,860 sq mResidential development: 7940 sq mHighways improvements: 3000 sq mPublic realm improvements: 1330 sq mBus interchange: 1420 sq m
Potential Impacts <ul style="list-style-type: none">New apartments would help to reduce brain drain of young peopleHousing for older people would free up family homes allowing new working-age people to move inNew town centre housing would increase high street footfall and spend around the clockScheme could help to change perceptions of Dereham as a modern and vibrant communityAny new ground floor units could help diversify the town centre offer and could be used to fill any gaps in provision (e.g. restaurants, cafés, flexible workspace, community space etc)New commercial units will provide employment opportunities that contribute to improving the resilience of the local economy<ul style="list-style-type: none">It is estimated that the commercial units could support 700 FTE jobs and generate around £45m in Gross Value Added¹⁴Community space could be secured as part of the planning permission delivering social and community value	
Project Examples <ul style="list-style-type: none">Queens Walk, East Grinstead: A new development in the heart of East Grinstead that has introduced high quality affordable homes for young people. The development, which was formerly part of a car park, has been carefully integrated into an existing shopping precinct and developer contributions have been used to improve the look and feel of the public space which is just off the main high street.Pantiles 1887, Tunbridge Wells: A new residential-led development in the spa town of Royal Tunbridge Wells will provide much-needed homes for both younger and older people in the south of the town. The development includes 127 new homes next to the historic Pantiles and incorporates plans for a cultural space which will diversify the local high street offering and build on the Pantiles's tradition as an area for culture, arts and heritage.	

¹⁴ This is a high-level gross estimates Detailed economic modelling adjusted for additionality will be undertaken as part of the Breckland Prospectus early next year. Gross Value Added refers to Government's preferred approach to measuring productivity.

Pantiles 1887, Tunbridge Wells



Source: Dandara, 2021



Source: Dandara, 2021

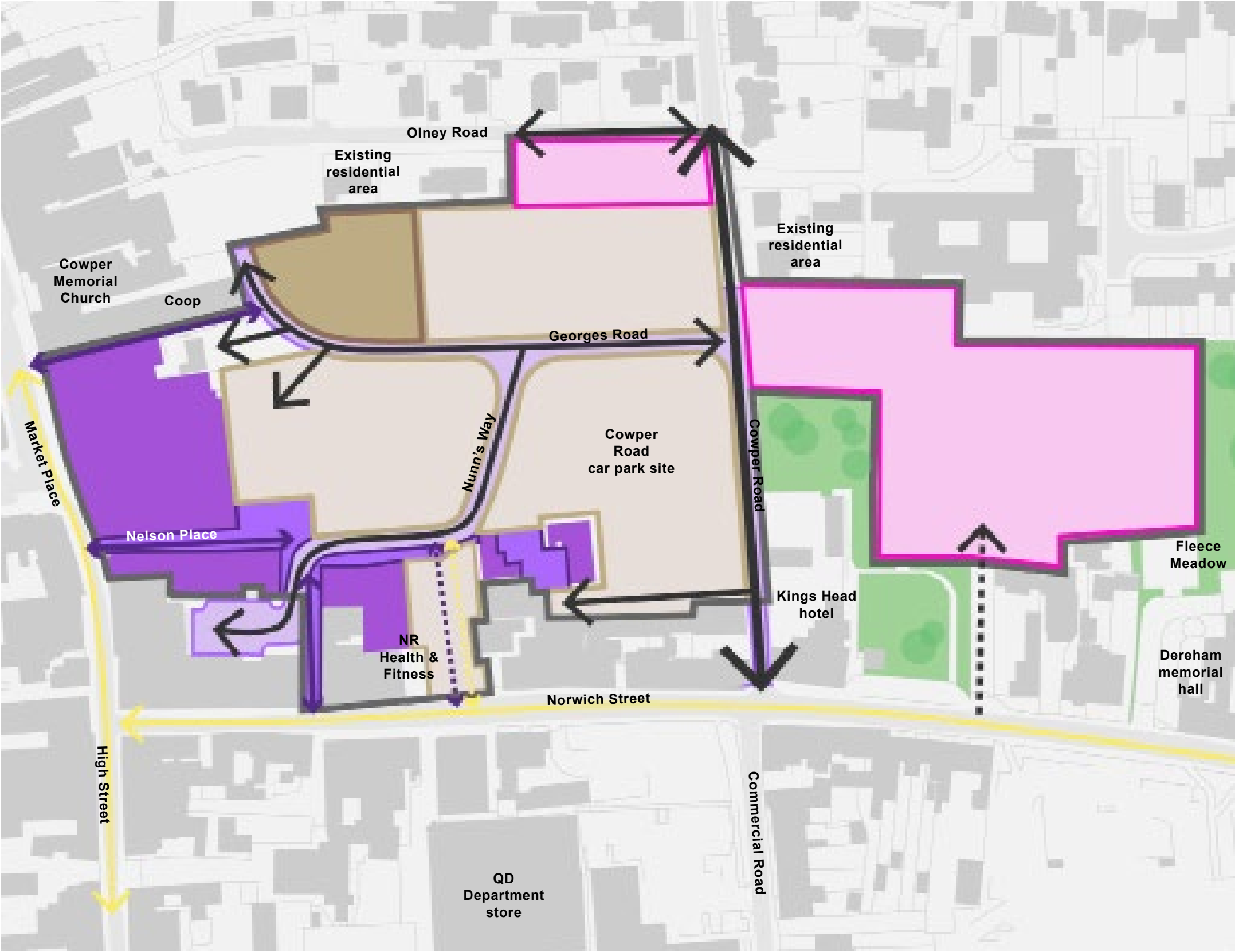
Figure 15 Diversified Dereham: Creating a New Mixed-Use Quarter (High-Level Illustrative Plan)

Proposed areas

- Commercial development: 11,860 sq m
- Residential development: 7940 sq m
- Highways improvements: 3000 sq m
- Public realm improvements: 1330 sq m
- Bus interchange: 1420 sq m

Key

- Proposed improvements to existing units
- Improved public realm
- Improved highways/vehicle routes
- Potential commercial, workspace, community space & residential development. To include public & green space
- Potential for new bus interchange
- Potential for residential development
- Existing green space
- Proposed site boundary (approx 29,700 sq m)
- Existing vehicle access routes
- Existing main route
- Potential new vehical access route
- Improved existing pedestrian routes
- Proposed new pedestrian route
- Proposed new cycle routes
- Proposed new cycle link



5. Active Dereham: Improving Sustainable Travel Infrastructure

Project Description

- Dereham has a range of assets and areas which are difficult to travel between by foot or bicycle due to a lack of dedicated active travel infrastructure. This is driving an overreliance on private vehicles which is contributing to traffic, congestion and air pollution.
- This project, which will help Dereham become a true 21st century market town, will provide best in class sustainable active travel infrastructure. It involves connecting Dereham's services, facilities, homes and employment areas through enhanced walking and cycling infrastructure. It captures the proposed schemes in the emerging Dereham Local Cycling and Walking Investment Plan (LCWIP) and other aspirations identified by Dereham Town Council and other stakeholders.
- The project will improve connectivity between the north and the south of the town, which is currently severed by the A47, as well as east-west connectivity between residential areas and important services. The town centre is the meeting point for all proposed routes (see map below), improving accessibility to the heart of the town.
- The project also involves exploring micro mobility options for the town (e.g. shared bikes and shared e-scooters) to encourage people to use new infrastructure for short trips once it has been delivered.
- An important focus of this project will be ensuring that investments encourage people to use active travel infrastructure for leisure activities, as well as to commute and to meet day-to-day needs. Improving accessibility to the leisure centre and other important assets (e.g. Neatherd Moor and Scarning Fenn) will therefore be prioritised.
- This project is a crucial enabler that connects the proposed improvements in the town centre with the economic interventions scattered around the town. The scheme should drive local demand for cycling, provide health and wellbeing benefits, improve access to services for all communities and put Dereham at the forefront of active travel in the region.

Existing Site Photographs



Source: ©2021 Google



Source: ©2021 Google

Delivery Partners

- Norfolk County Council; Highways England; Dereham Town Council; landowners

Project Rationale

- Comparatively low proportion of trips in Dereham and Breckland are made by bicycle
- Overreliance on private vehicles is creating severe traffic, congestion and air pollution issues
- Lack of dedicated active travel infrastructure acts as a barrier to walking and cycling
- Severance caused by busy A47 creates disconnect between homes and employment in the south and the services and homes in the town centre and to the north
- Large-scale planned housing growth will place more pressure on road network without investment in active travel infrastructure
- Future infrastructure investment from Government will require dedicated cycling routes to be provided
- Most people currently drive to leisure centre and other leisure uses

Strategic Alignment

Dereham Ambition:

- Will improve Dereham's Town Centre by improving accessibility and driving footfall
- Will improve Dereham's community and service offering by improving accessibility to facilities and creating a more inclusive local transport network
- Will better connect Dereham's assets by creating new linkages and providing an environmentally friendly transport option
- Will support the curation of a high-wage economy as employees of innovative high-growth businesses are increasingly demanding sustainable transport options
- Will help Dereham to become a true 21st century market town by ensuring that people can meet their needs within 15 minutes of home by cycling
- Aligns with broader policies including the UK Industrial Strategy, New Anglia's Draft Local Industrial Strategy, UK Net Zero Target 2050, Government's Gear Change: A Bold New Vision for Cycling and Walking, UK Cycling and Walking Investment Strategy, Norfolk Cycling and Walking Strategy, Norfolk Local Transport Plan and Breckland Core Strategy

Breckland Objectives:

- Will contribute to town centre regeneration by improving accessibility and driving footfall to Dereham's centre
- Will support inclusion by providing infrastructure that enables more affordable and sustainable travel
- Enhances physical connectivity making it easier for people to meet their needs
- Improves sustainability by providing a green and low carbon alternative to driving

5. Active Dereham: Improving Sustainable Travel Infrastructure...continued

Proposed Actions <ol style="list-style-type: none">1. East West Cycle Link: Link from the south of the town that addresses A47 severance and allows movement from east to west via the Yaxham Road/Tavern Lane Junction and Norwich Road2. Norwich Street / Norwich Road / Town Centre: Connection from Norwich Road in the East into the town centre via the mid-Norfolk Railway and Norwich Street3. London Road / Yaxham Road / Town Centre: Connection from employment areas in the south (and potential new housing developments) into the town centre and beyond4. Shipdham Road / Southend / Baxter Row / Town Centre / Theatre Street: Connection from residential and employment areas in the south right through the core of the town centre through to the north5. Dereham Road / Town Centre: Connection from residential areas in the west to the town centre and other major cycling routes6. Supporting Connections: Several linking routes to ensure major assets are accessible and to link up proposed trunk routes7. Micro-Mobility Investments: Including shared bikes and e-scooters	
Estimated Costs <ul style="list-style-type: none">▪ Total project cost will be between £18m - £26m (inc £3.7 construction contingency and £4.4m for professional fees)<ul style="list-style-type: none">• £2.4m for East West Cycle Link• £3.7m for Norwich Street / Norwich Road / Town Centre• £5.6m for London Road / Yaxham Road / Town Centre• £10.9m for Shipdham Road / Southend / Baxter Row / Town Centre / Theatre Street• £3.7m for Dereham Road / Town Centre	
Potential Funding Mechanisms <ul style="list-style-type: none">▪ Public sector grants (e.g. Levelling Up Fund and Active Travel Grants); Developer contributions (e.g. s106); Public sector finance (e.g. National Infrastructure Bank and Public Works Loan Board); Local public bodies (e.g. pooled business rates)	
Next Steps <ul style="list-style-type: none">▪ Finalise the LCWIP; undertake full feasibility studies; develop full business cases; produce detailed scheme drawings; secure planning permission; secure funding	
Indicative Timescales <ul style="list-style-type: none">▪ Short Term (0-3 Years): Finalise plans and secure funding▪ Medium Term (3-5 Years): Partial scheme completed▪ Long Term (5-10 Years): Full scheme completed	Potential Outputs <ul style="list-style-type: none">▪ Over 13 km of new dedicated cycling infrastructure

Potential Impacts

- Increased footfall and spend in Dereham town centre
 - Transport for London report that walking and cycling investments can increase retail spend by up to 30%
 - Research from the University of Birmingham shows that cycle parking delivers 5x more retail spend per sqm than the same area of parking
- Improved health and wellbeing of residents which has implications for employers and productivity
 - The National Institute for Health and Care Excellence report that people who exercise regularly take 27% fewer sick days than their colleagues
 - The Department for Transport report that walking and cycling projects deliver £13 of economic value for every £1 invested
- Improved perceptions of Dereham for inward investment
 - 74% of Business Improve Districts in London report that walking and cycling are important for attracting and retaining businesses and employees
 - The British Council for Offices report that businesses are increasingly prioritising offices with high quality cycling amenities¹⁵
- Increased proportion of trips made by bicycle versus private vehicle
 - The introduction of new cycling infrastructure, alongside lockdown restrictions, led to a 120% increase in cycling in London over the last twelve months¹⁶

Project Examples

- **Sandwich Way Cycle Route:** Connects Sandwich, Dover and Deal to the Discovery Park Science Park which is a major high-value employment cluster in East Kent
- **Tonbridge to Tunbridge Wells Cycle Route:** Connects the neighbouring towns of Tonbridge and Tunbridge Wells via Tunbridge Wells hospital allowing people to commute between the two locations for work, school and leisure

Indicative Routes



Source: Norfolk County Council, 2021; Highways England, 2020; Hatch, 2021. Contains OS data © Crown copyright and database right 2021.

15 TfL, The Economic Benefits of Walking and Cycling

16 Strava and TfL, 2021

Long-Term Potential Additions

There were several large-scale infrastructure proposals on the intervention long list that could make a significant impact to our town and its surrounding communities but did not make the short list of game changing interventions. This is because there is a need to manage the number of big projects to a realistic size in the first instance, and because many of these are highly complex, have a significant number of dependencies, need further consideration and/or are being led by external parties.

Given their transformative potential, however, they are highlighted as further priorities to support over the long-term. Partners may support their development over time through lobbying, undertaking feasibility studies and developing supporting policies. They may also be tested and developed through other means, i.e. the Local Plan process. These proposals are set out to the right.

The exception is the future of Robertson Barracks. This is a highly complex long-term project with a significant number of dependencies, but it scored highly as part of the shortlisting process and we collectively agree that it should be a key long-term priority. It will therefore be pursued as strongly as the game changers but over a longer period of time. More detail on this project and the opportunity it presents is provided later in this chapter.

Mid-Norfolk Railway

The Mid-Norfolk Railway is a major attraction for Dereham that delivers significant economic, social and community benefits. There is an opportunity to increase its impact even further and there are currently three long-term options to do this:

1. Extend the heritage rail offer using the unused northern section of the line.
2. Re-activate the line as a commercial route which links to Norwich via Wymondham.
3. Convert the unused northern section of the line to a greenway for walking and cycling.

All these proposals would have a transformative impact and would contribute to the ambition for Dereham.

The next step is for partners to work collaboratively over the next couple of years to agree a preferred option and to test viability and potential operating models. Once a clear consensus has been reached the preferred option will be pursued as a game changer for the town.

Delivery Lead(s): Mid-Norfolk Railway, Local Councils, New Anglia LEP

Support Required: Demand studies, options assessments, economic impact assessments, feasibility studies, business modelling, advocacy

1

Northern By Pass

Most people living to the north of Dereham access the A47 by travelling through the town centre to the entry/exit points close to the Yaxham Road. This creates congestion in the town centre and at these junctions, particularly during peak times. Others use narrow country lanes and travel through villages to join via other junctions, including near North Tuddenham and Drayton Hall Lane.

One option that could help alleviate these pressures is to build a bypass to the north of the town that links with the A47 near North Tuddenham. This would improve journey times for drivers while also reducing traffic in Dereham and surrounding villages. Public sector partners will explore the feasibility of this over the next couple of years by undertaking options appraisals and traffic modelling as a first step.

Delivery Lead(s): Norfolk County Council and Breckland Council

Support Required: Options assessment, economic/social/environmental impact assessments, traffic modelling, feasibility studies, advocacy

2

Open Space Investments

There is an opportunity to increase the amount of play and open space in Dereham, particularly in the south, and there are gaps in provision for toddlers, juniors and teenagers. Dereham Town Council has a long-term proposal to acquire new land for play and open space for residents and visitors to enjoy. This will involve directly purchasing land where possible as well as looking to secure open space commitments as part of new developments. Public sector partners will work together to support and endorse this proposal as new space will deliver health and wellbeing benefits to local people, while also safeguarding green space and biodiversity.

Delivery Lead(s): Dereham Town Council and Breckland Council

Support Required: Capital funding, planning policy, advocacy, compulsory purchase orders

3

Southern Link Road

The entry/exit points to the A47 close to the Yaxham Road suffer from congestion, particularly during peak times. This impacts the town centre and makes it difficult to travel between the north and south of the town.

One long-term proposal that could alleviate this is a link road across the south of the town, which could be introduced as part of any future housing schemes. The link could connect the south of the town to the A47 via a new entry/exit point therefore reducing the need for people travelling to/from the south to use the existing junctions. This option will be explored by public sector partners in collaboration with developers looking to invest in Dereham.

Delivery Lead(s): Norfolk County Council, Breckland Council and Developers

Support Required: Options assessment, economic/social/environmental impact assessments, traffic modelling, feasibility studies, advocacy

4

Southern Housing Schemes

Dereham needs more homes to meet growing local and regional demand for housing. It also needs a more diverse accommodation mix due to issues relating to affordability and the town's ageing population. There is land to the south and south east of the town that could be developed to help address these challenges. The south east is advocated as the best location in the draft Neighbourhood Plan because it is likely to create less traffic than other locations given its proximity to services.

There are emerging proposals for some of these sites from developers and landowners. Public sector partners will work closely with developers to help bring forward sustainable and joined-up schemes for Dereham and will work to maximise benefits for the town. This will include mitigating any impacts on supporting infrastructure as much as possible.


Delivery Lead(s): Developers, Dereham Town Council and Breckland Council

Support Required: Planning policy, advocacy, developer contributions

5



The Future of Roberston Barracks

<p>Opportunity</p> <ul style="list-style-type: none">Robertson Barracks is a military facility near Swanton Morley, just under five miles north of Dereham. It is home to 1st The Queen's Dragoon Guard and previously hosted 9th/12th Royal Lancers and Light Dragoons.The 165-hectare site has been scheduled for disposal by the Ministry of Defence in 2031, which presents a clear opportunity to develop a new community once it is no longer operational. Analysis undertaken by the Ministry of Defence indicates that there is potential to provide significant new homes, and new commercial space that can support hundreds of businesses and jobs.Given its proximity to Dereham the development could help to address needs relating to housing, employment and infrastructure. Significant investment in enabling infrastructure would be required to deliver a new community in a sustainable way.	
<p>Strategic Alignment</p> <div><p>Dereham Ambition:</p><ul style="list-style-type: none">Will support Dereham's town centre by increasing the number of people living within the local catchmentWill enhance the area's relationship with Norwich by providing the homes that the wider city region needs to develop and evolveWill help curate a higher-wage economy if new high-quality employment space is provided</div> <div><p>Breckland Objectives:</p><ul style="list-style-type: none">Will improve physical infrastructure as new investment will need to be made to bring any development forwardWill support inclusion if a diverse mix of housing tenures are catered forWill support business and enterprise if in-demand commercial space is provided alongside investments in both physical and digital infrastructure</div>	
<p>Next Steps</p> <ul style="list-style-type: none">Public sector partners will work closely with the Ministry of Defence to explore options and develop long-term proposals for the site.The focus will be on designing and delivering a scheme that meets the needs of the local and regional population in a sustainable and sensitive way.Partners will work collegiately with the Ministry of Defence and provide support to develop and bring plans to fruition (e.g. via the provision of revenue funding to explore options through to creating the right planning policies that support sustainable growth).	 <p>Current Location (Source: Hatch, 2021. Contains OS data © Crown copyright and database right 2021).</p>
<p>Project Example</p> <ul style="list-style-type: none">Kings Hill, Kent: The former West Malling Air Field was re-developed into a new garden community adjacent to the historic market town of West Malling in the early 2000s. King's Hill provides a mix of homes, offices, leisure facilities, shops, schools and open spaces. While the community is a self-contained village, it was carefully designed to complement and not compete with West Malling Town Centre and to enhance provision of local services (e.g. schools, GP surgeries etc) rather than increase pressure on the existing offer.	

Summary of the Total Costs by Intervention

<p>£5m-£7m</p> <p>1. Re-Imagined Dereham Reconfiguring the Town Centre</p>	<p>£2.7m-£4m</p> <p>2. Future Proofed Dereham Improving the High Street Offer</p>	<p>£94m-£135m</p> <p>3. Prosperous Dereham Strengthening the Local Economy</p>
<p>£54m-£83m</p> <p>4. Diversified Dereham Creating a New Mixed-Use Quarter</p>		<p>£18m-£26m</p> <p>5. Active Dereham Improving Sustainable Travel Infrastructure</p>

Financial Summary

The costs stated for each intervention have been prepared to establish a realistic cost limit for the proposed works. They are an approximation and do not represent the precise cost of the works at this stage. They are based on an assessment of similar schemes, recently received cost data and current market feedback.

All costs have been calculated to Q2 2022. This was done as it makes it easier to understand and compare costs and because we cannot be certain when the various works will commence due to uncertainties around funding. At this early stage in project development a range of costs have been given for each project to allow for significant risk and contingency values to be added to construction estimates and professional fees.

It is important to note that in several instances – particularly the costs related to Diversified Dereham: Creating a New Mixed-Use Quarter and Prosperous Dereham: Strengthening the Local Economy are total construction costs. They are not estimates of required public sector spending. In some cases, these schemes may be able to be delivered wholly by private sector finance, in other

cases viability gaps may have to be filled by some form of gap funding agreement or joint venture arrangements.

To take this forward appropriate delivery mechanisms will need to be explored for all such schemes and subjected to usual value for money tests. This will include undertaking feasibility studies, design work, business cases, viability appraisals, market engagement etc. This information will assist in determining more accurate and site-specific cost figures.

While local partners will be able to directly invest resources into the priorities identified in this plan, there is limited local funding available. Securing wider public and private sector funding will therefore be essential to realise the ambitions for Dereham. The overarching Future Breckland: Thriving People and Places Prospectus goes into more detail on this and sets out an approach to securing funding for Dereham and the district more broadly.



05

Dereham's Quick Wins: Short-Term Tactical Interventions

Dereham's Quick Wins

Short-Term Tactical Interventions

There are several funding pots available to support small-scale interventions across local market towns. This currently includes Breckland Council's Market Town Initiative, as well as pots held by county councillors and Dereham Town Council. These funding streams will change and evolve over time, but there is likely to be some small-scale funding sources available over the five to ten years.

With this in mind a series of tactical short-term investment areas have been identified to complement the game changing interventions as set out in the table below. Investment in these areas would rapidly deliver highly visual improvements and ensure that small but

important changes are catalysed by this plan. It is hoped that early intervention will encourage wider investment from businesses, residents, developers and investors as the other more transformational projects come forward.

The investment areas identified remain general to reflect uncertainty around the timing and nature of future local funding pots. They also represent priority investment areas, in line with the rest of this document, which respond to our most pressing needs as identified through evidence, consultations and wider research.



Public Art, Margate



Community Toilets Scheme, Harborough



Electric Vehicle Charging, Hertford



Digital Parking, Cambridge



Calverley Grounds, Tunbridge Wells



Annual Food Festival, Godalming

Table 2 Tactical Short-Term Investments		
Investment Area	Potential Interventions	Timescales
Public Realm Enhancements	Additional town centre seating	3-5 Years
	Public art installations 1	1-3 Years
	Short-term visual improvements to Nelson's Place	1-3 Years
Public Amenity Improvements	Community toilet scheme 2	0-1 Years
	Electric Vehicle charging 3	1-3 Years
	Improved bicycle parking	1-3 Years
Wayfinding Improvements	Improved wayfinding throughout the town	0-2 Years
	Brown tourist sign on A47 for Mid Norfolk Railway and other attractions	0-2 Years
	Digital signage with car parking information 4	1-3 Years
Enhancing Green Space 5	New trees and plants in town centre	0-1 Years
	Upgrades to Queen Mothers Garden	1-3 Years
	New Ellenor Fenn Memorial Garden	0-1 Years
Place Marketing and Promotion	Joint destination marketing campaign involving all major attractions	2-5 Years
Place Activation	New regular town centre events programme 6	1-3 Years

A purple-tinted photograph of a park scene. In the foreground, a large, leafless tree stands on the left. Behind it, a brick building with several windows is visible. A low brick wall runs across the middle ground. In the background, a bench sits on a grassy area. The overall scene is quiet and somewhat somber due to the monochromatic color scheme.

06

Delivering the Plan







Delivering the Plan

Principles of Delivery

This Town Delivery Plan marks a step change for our town and will bring partners towards closer collaboration and the delivery of tangible change to level up. It provides a clear roadmap that we can support and progress at pace.

It does, however, come at a challenging time. The public sector has fewer resources than ever before, with several economic pressures having fundamental impacts on the town's businesses and residents.

Partners therefore will need to be innovative in approaching delivery as the principles set out below highlight:

New Practices and Support Delivery		
Collaboration and Partnership: Making the most of opportunities to work collaboratively to share resources and accelerate, shape and refine delivery. 	Positivity and Problem Solving: Approaching delivery positively and having a 'can do attitude' to solving problems and overcoming barriers. 	Commitment and Focus: A shared long-term commitment to responding to the challenges and opportunities identified and driving forward delivery. 
Town and District: Striving to address district-wide issues while also addressing town-specific challenges and opportunities. 	Innovation and Creativity: Experimenting with innovative project ideas and exploring new approaches to leverage funding. 	Agility and Pace: Working rapidly together to deliver change and continuously reviewing projects to ensure they respond to changing needs. 

Timescales for Delivery

A mix of short-, medium- and long-term interventions have been set out in this document. This has been managed intentionally to ensure that positive change can be delivered incrementally over time. It is hoped that early interventions will catalyse wider investment from businesses, residents, developers and investors as the other projects come forward. This is summarised in the indicative timetable, although it is important to note that these timescales will vary due to the nature of funding opportunities.

The next step for each game changing intervention will be to progress them towards becoming 'shovel ready' so that all the information and arrangements are in place for delivery once funding is secured. This may involve developing Full Business Cases and undertaking additional work where required, depending on the type and funding opportunities.

Table 3 Indicative Timescales

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Tactical Interventions										
Re-Imagined Dereham: Reconfiguring the Town Centre										
Active Dereham: Improving Cycling Infrastructure.						Partial				Full
Future Proofed Dereham: Improving the High Street Offer.										
Prosperous Dereham: Strengthening the Local Economy										
Diversified Dereham: Creating a New Mixed-Use Quarter										
Long-Term Endorsements										

Management of Delivery

Breckland Council has acknowledged responsibility for supporting the delivery of this plan by commissioning and overseeing this work. However, given no project is within the sole gift of one partner, successful delivery will require the support of a wide range of local organisations.

A new Future Breckland Board will help oversee the overarching 'Future Breckland: Thriving People and Places programme'. The board will help bring together key views and perspectives from core partners and stakeholders from across the private, public, charity and voluntary sectors to enable effective and informed decision making and resource planning at a district level.

Unique partnership and local approaches will now be established as required within each of Breckland's five Market Towns, based on the feedback and experience of developing this plan, alongside existing local structures and areas of interest. The aspiration is that these groups will be to help coordinate, realise and, as necessary, prioritise local activity.



HATCH

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