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LITTLEHAMPTON REGENERATION SUB-COMMITTEE

A meeting of the Littlehampton Regeneration Sub-Committee will be held in Committee Room 1 at the Arun Civic Centre, Maltravers Road, Littlehampton on **Tuesday, 17 March 2015 at 6.00 p.m.** and you are requested to attend.

Members: Councillors Bicknell (Chairman), Mrs Pendleton (Vice-Chairman), Mrs

Bowyer, Dendle, Mrs Emberson, Gammon, Mrs Neno, Northeast and Dr

Walsh.

AGENDA

APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members and Officers are reminded to make any declarations of personal and/or prejudicial/pecuniary interests that they may have in relation to items on this Agenda.

You should declare your interest by stating :

- a) the item you have the interest in
- b) whether it is a personal interest and the nature of the interest
- c) whether it is also a prejudicial/pecuniary interest
- d) if it is a prejudicial/pecuniary interest, whether you will be exercising your right to speak under Question Time

You then need to re-declare your prejudicial/pecuniary interest at the commencement of the item or when the interest becomes apparent.

3. MINUTES

To approve as a correct record the Minutes of the meeting held on 28 July 2014 (attached)

4. <u>ITEMS NOT ON THE AGENDA WHICH THE CHAIRMAN OF THE MEETING IS OF THE OPINION SHOULD BE CONSIDERED AS A MATTER OF URGENCY BY REASON OF SPECIAL CIRCUMSTANCES</u>

5. *BUSINESS SUPPORT AND ENTERPRISE IN ARUN

This report is to bring Members up to date with the range of activities taking place to support businesses and enterprise across the district.

6. *LITTLEHAMPTON TOWN CENTRE REGENERATION REVIEW

The report summarises the work of the Town Centre Regeneration Officer over the period of April 2014 to February 2015.

7. *NINE BIG IDEAS FOR LITTLEHAMPTON

The purpose of this report is to request support from Members of the Committee for the prioritisation of the '9 Big Ideas' and the proposed next steps to progress key regeneration projects in Littlehampton.

(Note: *Indicates report is attached for all Members of the Sub-Committee only and the press (excluding exempt items). Copies of reports can be obtained on request from the Committee Manager or via the web at www.arun.gov.uk).

(Note: Members are also reminded that if they have any detailed questions, would they please inform the Chairman and/or relevant Lead Officer in advance of the meeting).

Subject to approval at the next meeting

LITTLEHAMPTON REGENERATION SUB-COMMITTEE

28 July 2014 at 6.05 pm

Present: - Councillors Bicknell (Chairman), Mrs Pendleton (Vice-Chairman), Mrs Bowyer, Mrs Emberson, Gammon and Dr Walsh.

[Note: Councillor Mrs Pendleton was absent from the meeting during consideration of the matters referred to in Minutes 1 to 4.]

1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillors Dendle, Mrs Neno and Northeast.

2. <u>DECLARATIONS OF INTEREST</u>

The Monitoring Officer has advised Members of interim arrangements to follow when making declarations of interest. They have been advised that for the reasons explained below, they should make their declarations on the same basis as the former Code of Conduct using the descriptions of Personal and Prejudicial Interests.

Reasons

- The Council has adopted the government's example for a new local code of conduct, but new policies and procedures relating to the new local code are yet to be considered and adopted.
- Members have not yet been trained on the provisions of the new local code of conduct.
- The definition of Pecuniary Interests is narrower than the definition of Prejudicial Interests, so by declaring a matter as a Prejudicial Interest, that will cover the requirement to declare a Pecuniary Interest in the same matter.

Where a Member declares a "Prejudicial Interest" this will, in the interest of clarity for the public, be recorded in the Minutes as a Prejudicial and Pecuniary Interest.

Councillor Dr Walsh declared his standing personal interest in all the items on the agenda as a Member of Littlehampton Town Council, West Sussex County Council and Littlehampton Harbour Board.

Councillors Mrs Bowyer, Mrs Emberson and Gammon declared a personal interest in all the items on the agenda as Members of Littlehampton Town Council.

3. START TIMES

The Subcommittee

RESOLVED

That the start times of meetings for the remainder of 2014/15 should be 6.00 p.m.

4. <u>MINUTES</u>

The Minutes of the meeting held on 01 April 2014 were approved as a correct record by the Subcommittee and signed by the Chairman.

5. <u>LITTLEHAMPTON WAY FINDING/SIGNAGE PROJECT UPDATE</u>

In giving the Subcommittee a verbal update on the current status of the project to update the pedestrian signage for Littlehampton to assist visitors to gain a better understanding of what the town had to offer, the Town Centre Regeneration Officer circulated the draft strategy and a copy of the map that would be displayed for visitors detailing various information and attractions.

Members participated in a detailed discussion and made a number of suggestions for inclusion in the map, which were duly noted by the Town Centre Regeneration Officer. It was agreed that Members would further consider the map and the strategy following the meeting and advise the Officer of any additional points they would wish to see incorporated. In addition, the Subcommittee would be emailed with the locations of the signs and there would be further consultation on the information to be included on the plinths. It was anticipated that installation of the signage would commence towards the end of September.

6. <u>COASTAL COMMUNITIES FUND – LITTLEHAMPTON RIVERSIDE</u> ENHANCEMENT

The Economic Development Manager was disappointed to advise that the Council had just been informed that a bid that had been prepared by officers to improve the work that was being undertaken for the Littlehampton riverside enhancements had been unsuccessful. However, the Coastal Communities Fund had recommended that the bid be resubmitted for the next round which would be considered in December 2014.

In considering the matter, it was agreed that Members would be emailed with the information relating to what enhancements were included in the bid and the public realm enhancements generally.

7. <u>FEEDBACK FROM ST MARTINS CAR PARK & WINDMILL THEATRE MEMBERS' WORKSHOP</u>

The Economic Development Manager gave a brief summary of the discussion that had taken place at the Members' workshop on 8 July 2014

Subject to approval at the next meeting

between Members of the Subcommittee, Ward Members and officers in order to give officers a steer in the preparation of planning briefs for the Windmill and St Martins Car Park sites.

It was acknowledged that the re-provision of a community facility such as the Windmill Theatre, together with a cinema, was central to any redevelopment plans and there were a number of options that should be considered. Thoughts around the St Martins Car Park site were more complex due to the restrictive size of the site. The Subcommittee was advised that, at its next meeting, a paper would be presented that would provide a more comprehensive overview of the outcomes of the workshop, which could then be interpreted into some form of planning brief for the future and Members were requested to inform officers of any further thoughts and suggestions that they might have on this subject.

Consultants involved in working up ideas for Littlehampton had produced a Concept Investment Plan "9 Big Ideas for Littlehampton," which was circulated at the meeting, some of which could be incorporated into any wider development strategy. It was felt to be a useful document as it presented a number of ideas which utilised the proposed pedestrian 'ring' linking the town to its waterfronts and which would further help in strengthening the experience, identity and offer of Littlehampton.

Members then participated in general discussion on their own preferences and were reminded to communicate with officers their thoughts and views on what options should be progressed.

8. TOWN CENTRE MANAGEMENT UPDATE

The Town Centre Regeneration Officer gave a verbal update on a number of matters relating to Littlehampton town centre, namely:-

- Street drinking steps were being taken to curb the problems associated with anti-social behaviour caused by street drinking, e.g. retailers had been requested to not sell high strength alcohol and ongoing partnership working with the Police was continuing. The Police & Crime Commissioner was attending the meeting of the Overview Select Committee on 29 July 2014 and she would be reminded that at a previous forum she had given an undertaking that a greater police presence would be provided to deter such activity but that had not yet happened.
- An Italian Market would be taking place on 23 August and Members requested that high level promotion of the event must be provided to ensure its success.
- Having been advised that the Saturday market had folded, Members expressed their wish to see the setting up of a Farmers Market in Littlehampton.

9. POSITION STATEMENT

The Subcommittee considered the Position Statement and participated in general discussion on a number of items. Particular comment centred around the following:-

- West Bank The Assistant Director of Planning & Economic Regeneration advised that the remaining chapters of the draft Local Plan would be considered at the Local Plan Subcommittee meeting on 31 July 2014.
- The East Bank: Work would be completed in January 2015.
 Comment was made that the Littlehampton Traders Partnership was working very well.
- Enterprise Hub: A planning application was due to considered by the Development Control Committee on 30 July 2014 regarding the GP Practice in part of the building. Encouraging discussions had been held with Morrisons regarding the remainder of the building for an Enterprise Hub.

The Subcommittee noted the remainder of the Position Statement.

It was agreed at the meeting that it was now time to rationalise the Position Statement as a number of projects had been completed and were no longer pertinent. Members were asked to submit their views to the Economic Development Manager on what other items they wished to see included in a revised document.

10. EXEMPT INFORMATION

The Committee

RESOLVED

That under Section 100A(4) of the Local Government Act 1972, the public and accredited representatives of newspapers be excluded from the meeting for the following item of business on the grounds that it may involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraph specified against the item.

11. NORTH LITTLEHAMPTON MEMBERS STEERING GROUP – 9 MAY 2014 & 7 JULY 2014 (Exempt – Paragraph 3 – Information Relating to Business Affairs)

The Subcommittee received and noted the notes of the meeting of the North Littlehampton Members Steering Group held on 9 May and 7 July 2014.

(The meeting concluded at 7.45 pm)

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AGENDA ITEM NO.5

ARUN DISTRICT COUNCIL

LITTLEHAMPTON REGENERATION SUB COMMITTEE ON TUESDAY 17 MARCH 2015

PART A: REPORT

SUBJECT: Business Support and Enterprise in Arun

REPORT AUTHOR: Miriam Nicholls DATE: 17th February 2015 EXTN: 37845

EXECUTIVE SUMMARY: This report is to bring members up to date with the range of activities taking place to support businesses and enterprise across the district.

RECOMMENDATIONS

That the Sub Committee notes the information within the report.

1. BACKGROUND:

A range of business support and enterprise services are delivered across the district. Some are delivered in partnership whilst others are direct delivery. Many are ongoing services which have been running for some time, others are new and there are a number that have yet to start.

A huge knowledge of our local business community has been amassed and this is used to shape the services that are provided.

This report provides a summary of each of the initiatives that are currently running. This will be updated on a regular basis.

2. CURRENT PROJECTS AND SERVICES

2.i. The Arun Business Partnership – this started as the Littlehampton Business Partnership, established to bring local businesses together and to encourage them to be aware of the range, depth and quality of their local business colleagues which, in turn, would mean that they could do business together. After four years of productive networking and learning, the Partnership expanded to include Bognor Regis. Each side of the Partnership met separately twice a year, with joint meetings being held every six months. In December 2006, Arundel officially joined the Partnership and the full Arun Business Partnership was born.

Through the Partnership, strategic links have been made with local education providers, companies and private/public sector organisations. From training events to information dissemination, contact building to contract signing, the Business Partnership helps companies grow by encouraging them to get to know each other and to work together. The Partnership is overseen by a Steering Group made up from local businesses. They

help us to keep the Partnership running in the way that our local businesses wish. This Steering Group is refreshed from time to time.

The Arun Business Partnership delivers a range of services to local companies. These are explained below.

<u>Networking Meetings</u> - four meetings are held each year. They are deliberately informal as businesses tell us they prefer it that way. Venues are generally provided free of charge by local companies and frequently the hosting venue takes the opportunity to showcase their offer in some way. We currently have a list of venues wishing to host meetings. On average 60 businesses attend each meeting and feedback is excellent. Businesses enjoy the relaxed style and new business people particularly enjoy the way in which the networking takes place as it provides them with an easy way to talk with others.

<u>Business of the Year Awards</u> - the Business of the Year event is held each November. Companies are nominated for 18 Awards, each of which is sponsored by a local business or organisation. The Awards are presented at an evening event when around 250 local business people gather to celebrate the achievements of their colleagues. The 2014 event was held at Fontwell Park Racecourse when a capacity crowd of over 200 local business people gathered together to celebrate just a fraction of the success of our local business community.

Monthly E-Newsletter - the e-newsletter goes out to around 3,500 businesses at the beginning of each month. Information is gathered from a range of sources including businesses themselves. Items include everything from reports on visits to local companies to opportunities for grants and awards, special offers and business events being held locally. The aim of the newsletter is to keep companies up to date with what is happening and for them to publicise their news in order that everyone is aware of the range and quality of local companies and the opportunities that are available.

<u>Web Site</u> – <u>www.arunbusinesspartnership.co.uk</u> & Social Media - the current web site was reviewed and refreshed some 2 years ago. It allows companies to add their own details and, if they are located in the district, a full business profile, news, photos and offers The Partnership has a Linkedin Group which is regularly used to pass around information and for discussions. The Partnership also has a Twitter account @arunbizpartners.

Worklessness - the Council were the winning bidders in 2013 for a contract to work alongside the Department of Work & Employment in gaining work experience placements for 18-24 year olds. This work was carried out by the company that works alongside Arun to look after the Business Partnership, Connects Media. The DWP were delighted with our approach to the work. All targets were exceeded and we were asked to bid for a second year. That work has now started. The scope has been widened to include all age groups as well as those that have been off work due to health issues and other long term unemployed groups. We were also responsible for pulling together those that undertake this roll across West Sussex to support each other and share contacts and ideas.

<u>Learning Events</u> – a new project about to be started is 'Lunch and Learn'. A series of short, 2 hour maximum, events will be held where businesses will have the opportunity to learn about some aspect of running a business. This will be accompanied by a sandwich and all achieved during a lunch break. The Body Shop has kindly agreed to work on this

with us and is providing the venue and expertise for the first few of these sessions.

- **2.ii** The Coastal West Sussex Skills & Enterprise Group brings together key stakeholders and organisations with an interest in delivering learning and skills, ensuring effective businesses support/engagement and in fostering an enterprise culture. The Business Development Manager sits on this Group.
- **2.iii Enterprise and Incubation Units** we are working across all areas to provide employment space and specifically premises for smaller and growing companies. Some highlights of this work include:
 - The Sainsbury's S106 funding in Bognor Regis allocated a sum of £125 to move forward enterprise projects. The Arun LEAP Project was presented to Cabinet on 19th January and is detailed below.
 - As part of a S106 agreement relating to the Morrison development in Wick, Morrison's have agreed to refurbish the existing office block on site and to convert this into an Enterprise Centre. Works to secure this continue.

2.iv The Arun LEAP Project

<u>Business Grants</u> - a scheme to provide grants for businesses has recently been agreed by Cabinet. This will provide small sums to be match funded for start-up or existing businesses in Bognor Regis. It will be a simple application process and grants will be awarded by an external panel.

<u>Apprenticeship Grants</u> - a scheme to provide additional funding for companies to take on apprentices has recently been agreed. This will not be to replace any existing provision but to ensure apprentices are paid a living wage. Again, a simple application process will be created and appropriate colleges will be involved in the programme. Once again, the focus for this programme is Bognor Regis.

<u>Business Support</u> - the final scheme for the Section 106 funding is to provide business support for new and existing businesses in Arun. This will be delivered by the University of Chichester and a programme of support is currently being agreed. Once again, the target area is businesses and/or residents of Bognor Regis.

An update on these projects along with new initiatives will be reported to the Sub Committee on a 6 monthly basis.

3. OPTIONS:

The report is for information only.

4. CONSULTATION:

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		х
Relevant District Ward Councillors		x

Other groups/persons (please specify)		X
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	YES	NO
Financial		х
Legal		x
Human Rights/Equality Impact Assessment		х
Community Safety including Section 17 of Crime & Disorder Act		х
Sustainability		x
Asset Management/Property/Land		x
Technology		x
Other (please explain)		х
6. IMPLICATIONS:		
None		

7	DEAG	NO	FΩP	THE	DEC	ISION:
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Members are asked to note the report.

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None

AGENDA ITEM NO.6

ARUN DISTRICT COUNCIL

PART A: REPORT

SUBJECT: Littlehampton Town Centre Regeneration 2014 Review

REPORT AUTHOR: John Edjvet **DATE**: 4.3.2015 **EXTN**: 37856

EXECUTIVE SUMMARY: The report summarises the work of the Town Centre Regeneration Officer over the period of April 2014 to February 2015.

RECOMMENDATIONS: To note contents of the report and appendix and progress made towards to town centre regeneration.

1. BACKGROUND:

- 1.1 The Littlehampton Town Centre Regeneration programme is a partnership project principally involving Arun District Council, Littlehampton Town Council and the Littlehampton Traders Partnership. The post of Littlehampton Town Centre Regeneration Officer is funded by Sainsbury's S.106 funding. Commencing on 29 April 2013, the post is nearly two years through a four and a half year contract.
- 1.2 Additional funding from a Morrison's S.106 agreement is used to fund projects and events. There is also a Portas Pilot award of £10k that is used for Littlehampton Town Team activities. Most of the Portas Pilot activities are cost neutral, e.g. the Shop Littlehampton Town Centre Map.
- 1.3 ADC is the accountable body of the Town Centre regeneration project, and gives direct line management to the Town Centre Regeneration Officer. The workplan is agreed in a matrix arrangement with ADC, LTC, the chair of the Littlehampton Traders Partnership and the chair of the Littlehampton Town Team.

2 Signage

2.1 Objective

The key project for 2014 was to install new signage in the Town Centre, Seafront and Riverside. The existing signage was fragmented with different styles for seafront signage to that in the town centre. The Littlehampton Traders Partnership has seen this as the key project and has been promoting this for a number of years.

2.2 Delivery

The locations of the signs (monolith and fingerpost) were largely determined through a wayfinding exercise funded by the LGA, and through subsequent consultation – including with landlords and statutory bodies, e.g. the Highways Authority.

The main purpose of the signage project is in providing more coherent links between the Railway Station, town centre, riverside and seafront. The monolith signs include maps

that allow the viewer to locate themselves geographically in the town and to get a clear overview of the town and all it has to offer.



New fingerpost sign opposite of the Arun Civic Centre

The cost of the signage was met by S.106 regeneration funding. Additional funding was secured from Littlehampton Town Council for three town centre fingerposts.

2.3 Project Value

Manufacture of signs: £31,335.00 Installation of signs: £15,980.00 All design and artwork: £8,650.00

Costs were partly offset by contribution from Littlehampton Town Council: £6,680.00

2.4 Outcome

The installation of eight new monolith map signs and seven new fingerpost signs. A new signage project linking up the railway station, town centre, riverside and seafront.

3 Interpretation Boards

3.1 Objective

The objective is the installation of themed 'interpretation' text and images on monoliths and panels along the riverside. The panels give a pictorial history of the riverside with images and text supplied by Littlehampton Museum.

3.2 Delivery

The East Bank public realm improvements, as part of the flood defence scheme, necessitated the removal of three 'interpretation' panels that were part of a sequence of seven along the riverside. The removed panels have been replaced with new interpretation text and artwork on two monoliths, installed as part of the signage project. The remaining panels on existing riverside plinths will be replaced with new artwork.

The interpretation work on the two East Bank monolith panels was installed in February 2015. The panels on the existing plinths will be installed beginning of April 2015, replacing



Plinth board located near the Littlehampton lifeboat station

3.3 Project Value

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Estimated total cost of artwork, design, manufacture and installation: £4,850

3.4 Outcome

High quality interpretation panels installed along the riverside giving a pictorial and text history of Littlehampton's riverside.

4 Media Campaigns

4.1 Objective

To promote Littlehampton Town Centre through local media campaigns.

4.2 Delivery

Two significant media campaigns were launched with Spirit FM in 2014.

The first was to promote the 2 hour free parking disc. The scheme funded by ADC, the Town Council and business contribution coordinated by the Littlehampton Traders Partnership. The disc allows free parking for up to two hours in the main town centre car parks. The radio campaign was part funded by business contribution. The businesses that contribute towards the scheme were offered a mention in five separate jingle style adverts for a small contribution towards costs. The campaign was broadcast over a period of a month.

Spirit FM was commissioned to promote the Small Business Saturday event in December. The event was co-sponsored by the Fish Factory. The campaign included vox pops by individual independent businesses and was widely aired. The vox pops included one business from Pier Road, which reported very positive customer response.

4.3 Project Value

Free parking advertising cost: £780.00

Trader Contribution: £480.00

Small Business Saturday Cost: £600.00

Sponsorship: £300.00

4.4 Outcome

The main outcome is that Littlehampton has had a significantly increased radio profile.

The Town Centre Regeneration Project secured a discounted package for local businesses for Spirit FM radio advertising.

Spirit FM has advised that as a consequence of the increased airplay and campaigns promoting Littlehampton, that they have had an increase in business advertising.

5 Marketing and Promotion

5.1 Objective

The regeneration project took a key role in promoting the retail offer of Littlehampton town centre. Either through stand-alone publication or as part of a campaign, the promotion is to highlight the diversity of the retail offer in Littlehampton, and also with a focus on the town centre.

5.2 Delivery

The Shop Littlehampton Town Map is distributed through a number of outlets, including shops, Littlehampton Railway Station, visitor outlets and at events. The second issue was re-printed at a run of 7,000. This was an increase of 2,000 on the first run as many will used as insert to the Littlehampton Town Council Welcome Pack. The map is paid for entirely by advertising and sponsorship from Stagecoach.

The run up to Christmas is the most important trading period for many retailers. There is massive competition for shoppers from other towns, out of town shopping and mostly online retail. It was important therefore to concentrate a lot of resources towards the Littlehampton retail Christmas campaign.

The campaign for 2014 was supported by a number of standing events including the Town Council's festive lights switch on event, Carnival's winter event. The Town Centre Regeneration Project organised the Small Business Saturday event, supported by ADC with free parking in the town centre car parks.



To complement the events, Shop Littlehampton banners were erected on a number of lampposts in and around the Littlehampton area.

Christmas Sunday shopping leaflets were dropped to 1,000 households in north Littlehampton and neighbouring areas.

Shop Littlehampton lamppost banner

5.3 Project Value

Cost of Town Centre Map Print: £410.00

Advertising: £620.00 Sponsorship: £350.00

Cost of Lamppost banners: £360.00

Cost of leaflet: £130.00

5.4 Outcome

A successful marketing campaign reaching a wide audience of residents and visitors to Littlehampton

6 Policing

6.1 Objective

To address a continuous issue with anti-social behaviour in the town centre. The summer of 2014 saw a seasonal spike in anti-social behaviour, generating negative press and social media coverage.

6.2 Delivery

A police and trader liaison group, facilitated by the Town Centre Regeneration Officer, was established by Arun District Council to discuss the impact of the anti-social behaviour and what remedial action can be taken.

Part of the purpose of the liaison meetings was to discuss policing, reporting and support for ADC campaign on Sensible on Strength, which encourages the removal or restriction on selling super strength cheap alcohol from licensed retailers. The consumption of cheap super strength alcohol has proven to be a causative factor in anti-social and criminal behaviour.

6.3 Outcome

The traders have now established a productive dialogue with the local authorities and the police, including further meetings with the Sussex Chief Inspector of Police, Sussex Police & Crime Commissioner and Littlehampton Town Council.

The Littlehampton Town Centre Regeneration Officer secured an in-principle agreement with the police to apply a dispersal order when there are any events on in the town centre. In effect, the police can instruct people behaving in an anti-social manner to leave the area or face arrest.

The result has been increased policing with traders reporting a decrease in anti-social behaviour in the town centre. Police crime statistics have shown a very significant decrease in antisocial behaviour in December 2014 as compared to December 2013, recording a 50% drop.

7 Markets

7.1 Objective

To support existing markets and to attract new permanent and visitor markets to the town centre.

7.2 Delivery

The High Street precinct is a very good venue for holding events and markets. It is host to a weekly Friday market as well as visiting markets, such as the Italian food market that took place in August 2014.



The weekly Friday market operated by Southern Counties Markets continues to be a success and is a major driver of footfall in the town centre. This general goods market has been in the town centre for a number of years and is an integral part of the retail offer.

A Food and Craft market was trialled on the first Saturday of every month. The market didn't succeed and discontinued in July 2014.

Friday market

7.3 Outcome

An Italian market in September 2014 met with mixed, though largely positive reviews. The market operator felt it was successful and will be applying again for August 2015.

A new Saturday market organised by a different operator and supported by the Town

Centre Regeneration Officer is proposed to start in May 2015, subject to trading consent.

Further opportunities are being explored by the Town Centre Regeneration Officer with support from the Littlehampton Traders Partnership.

8 Events

8.1 Objective

To support existing events and to establish new and annual events in Littlehampton town centre, such as Kids Fun Day and Small Business Saturday.

8.2 Delivery

There are a number of annual events in Littlehampton organised or facilitated by organisations such as the Town Council, Bonfire Society, Carnival and the Littlehampton Organisation for Contemporary Arts (LOCA). These events generate very large amounts of footfall in the town centre and were supported by the Town Centre Regeneration Officer.

A new event organised by the Town Centre Regeneration Officer and supported by LOCA was the Kids fun days in the High Street.



Taking place between 12 noon and 3.00pm on Thursdays August 7 and 14, the event provided free entertainment and free activities in the High Street, including balloon making, chalk drawing, face-painting and henna art.

The event proved very popular and attracted a lot of families into the town centre. With little further promotion, the second Thursday was much busier than the first with a lot of (informal) positive feedback from parents and from traders.

Kids fun day poster

The Small Business Saturday event was part of a national campaign toward encouraging shopping at small and independent businesses. As well as organising the event, ADC organised free parking in the town centre's main car parks. The Small Business Saturday event was heavily promoted by Spirit FM with business and ADC voxpops being aired during the day and following. The day included market stalls, entertainment, free food giveaways, the Spirit FM roadshow, and free raffle giveaways with donations from local traders. It should be noted that there were a number of very well publicised events in neighbouring towns for the same day. Despite this, Small Business Saturday generated a lot of footfall for Littlehampton.

8.3 Project Value

Cost of entertainers for two days: £1,150

8.4 Outcome

There will be four Kids Fun Day events organised for 2015. The Small Business Saturday has established itself as an annual event, though will be revised for 2015 following feedback from the traders and participants.

9 Partnership Support

9.1 Objective

To support, sustain and advance the objectives of the Littlehampton Traders Partnership and Littlehampton Town Team. The Littlehampton Traders Partnership is a constituted trader led group, chaired by Simon Vickers of Arun Furnishers. The focus is on town centre improvements and has been instrumental in driving forward trader support for the new signage scheme. The Littlehampton Town Team was set up in response to the Portas Pilot scheme. Although unsuccessful in its bid for initial Portas Pilot funding, it subsequently received £10,000 funding from the scheme.

9.2 Delivery

The Town Centre Regeneration Officer has given substantial support to the Littlehampton Traders Partnership, including issuing regular e.bulletins, contribution towards the traders newsletter and organising meetings. The Regeneration Officer also has a central coordination and facilitation role in organising liaison meetings, e.g. with the police, and campaigns, e.g. fundraising for a defibrillator to be installed in the town centre.

The Littlehampton Town Team funded projects intend to be cost neutral. For example the Shop Littlehampton Town Map is fully paid for by advertising with some surplus achieved for the second issue.

9.3 Outcome

The Littlehampton Traders Partnership has a much more significant profile, including with local media, local authorities and the police.

Littlehampton Traders Partnership will be reviewing its structure, aims and objectives in 2015.

10 Measuring Success

The health of the High Street can be measured in a number of ways. Feedback from traders and residents can give an indication of how people feel about the town centre, with cleanliness, safety and promotion being key elements of this.

10.1 Footfall

Measuring footfall is a costly exercise. It would be prohibitive in Littlehampton as there isn't one main access route into the town centre. Anecdotally, traders are reporting that Saturdays now attract more footfall than in previous years. Yet is still remains a relatively weak trading day – hence the importance of continued promotion, events and markets.

10.2 Vacancy Rate

The Town Centre Regeneration Officer carries out twice yearly vacancy rates survey, i.e. the measurement of number empty shops in the town centre. The average vacancy rate in the town centre is around 5%, which is considerably below the national average of 10%. Vacancy rises are seasonal, and the figure tends to spike towards the end of the first quarter of the year. The town centre precinct currently has only two (small) empty units. The challenge for Littlehampton is in attracting new retailers with no large units currently available.

10.3 The Arcade

The Littlehampton Arcade has its unique challenge with only 7 years lease left for most units. The lease for the former Post Office site has been taken over by a property investment company Chromex. Work has been carried out to improve the site, but at the time of this report, it has yet to attract a tenant. The most recent tenant in the Arcade Fireside Bookshops is a welcome addition.

10.4 Free parking scheme

The 2-hour free parking disc scheme remains very popular. A survey carried out by the Town Centre Regeneration Officer on Friday 14th July of the cars in St Martin's Car Park to see how many were displaying the two hour parking disc. Of the 214 bays available, noting that it had 80% occupancy, 123 of the 170 bays taken were by vehicles displaying the 2-hour free parking discs.

10.5 Business Performance

Many businesses reported a stronger trading year for 2014 than for 2013. However, it isn't the case across the board and there is no room for complacency. The threat to retail success in the High Street is a constant one, particularly from increasing on-line purchasing and also out of town shopping.

11 2015 Priorities

The Town Centre Regeneration Officer will continue work on the key tenets of town centre management; marketing & promotion, events & markets, safety. In addition, work will be to progress as below:

11.1 Infrastructure

Included in the town centre regeneration priorities will be a review of the infrastructure and physical environment.

One challenge for events on the High Street is the lack of on-street power supplies. This can result in generators being used that are sometimes noisy. One project for 2015 will be working with UKPN to scope out potential ground level power supplies. This will enable more events and markets to take place in the High Street, thereby attracting further footfall.

One of the key projects for 2015 will be in looking at how the High Street is used and to develop proposals for improvement.

A bench area in front of Cassino in the High Street used by the 'street community' is frequently a locus of anti-social behaviour. The Town Centre Regeneration Officer is in discussion with a number of partners on how the area can be re-designed an opened up to further uses, including performance space. It may also have an impact on reducing anti-social behaviour.

11.2 Markets license

The Town Centre Regeneration Officer, supported by the Littlehampton Traders Partnership, has applied for street trading consent. The purpose is to offer more flexibility in setting up and commissioning new and visiting markets. It will also enable a more consistent street trading offer as part of events.

11.3 Free parking campaign

The Town Centre Regeneration Officer will be working with the Littlehampton Traders Partnership on a campaign to encourage businesses to sign up and contribute to the 2 hour free parking campaign. To further evidence how the disc is used, car park users will be surveyed on how frequently they use the disc and what shops and businesses they visit within a 2 hour stay.

11.4 Support for the Littlehampton Traders Partnership

Review the structure of the Littlehampton Trades Partnership. Although constituted, the partnership hasn't had a formal review of its structure and membership for a number of years. The review will potentially allow traders and other partners to decide on a new structure of the partnership and to formalise aims and objectives.

11.5 Surveys

It is proposed that there are two focussed surveys. One with businesses to get their feedback on town centre activity and improvements and also to gauge business confidence. The second will be directed towards town centre users to get feedback on their views on e.g. safety, shopping, cleanliness and access.

2. PROPOSAL(S):

2.1 To note contents of the report and appendix and progress made towards to town centre regeneration.

3. OPTIONS:

4. CONSULTATION: The Town Centre Regeneration Officer workplan is agreed annually in consultation with Littlehampton Town Council, Littlehampton Traders Partnership and the Littlehampton Town Team.

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		
Relevant District Ward Councillors		
Other groups/persons (please specify)		
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	YES	NO
Financial		
Legal		

Human Rights/Equality Impact Assessment	
Community Safety including Section 17 of Crime & Disorder Act	
Sustainability	
Asset Management/Property/Land	
Technology	
Other (please explain)	
6. IMPLICATIONS:	

7.	REASON FOR THE DECISION:	
No	lecision required	

8.	BACKGROUND PAPERS:
No	ne

AGENDA ITEM NO. 7

ARUN DISTRICT COUNCIL

REPORT TO THE LITTLEHAMPTON REGENERATION SUB COMMITTEE ON 17TH MARCH 2015

PART A: REPORT

SUBJECT: 9 Big Ideas for Littlehampton

REPORT AUTHOR: Denise Vine, Head of Economic Regeneration

DATE: 3rd March 2015 **EXTN:** 37346

EXECUTIVE SUMMARY:

The purpose of this report is to request support from Members of the Committee for the prioritisation of the '9 Big Ideas' and the proposed next steps to progress key regeneration projects in Littlehampton.

RECOMMENDATIONS:

- 1. To ask Members of the Committee to support the proposed prioritising of projects for progressing to the next steps.
- To ask Members of the Committee to support the proposed 'next steps' in this report and to progress to feasibility stage the prioritised projects as resources become available.

1. BACKGROUND:

There has been significant improvements and investment made to Littlehampton in recent years. The major £22m investment in the East Bank Tidal Flood defences is the most recent of these and is now nearing completion. Other recent improvements include:

- Enhancements to the public realm features of the flood defence scheme. The
 council was successful in their bid to Coastal Communities Fund for £573k to
 improve the look and quality of the public realm scheme.
- The new 'Stage by the Sea' developed and funded by the Town Council is another new feature and attraction for the seafront and town.
- Completion of the new pedestrian signage project linking the town centre and the

seafront.

To maintain momentum it is therefore timely to consider the next phases of investment and regeneration activity for the town and seafront and how this work should be prioritised.

2. PROPOSAL(S):

In July 2014, as part of the council's wayfinding and signage strategy proposals, '9 Big Ideas for Littlehampton' were proposed. This was a high level investment framework which suggested nine projects that could be implemented to improve the environment, public spaces and highways of the town and increase its attractiveness.

The document '9 Big Ideas for Littlehampton' is attached.

The proposal demonstrated how a planned investment strategy which focused on a series of linked placemaking projects would have the greatest impact and further strengthen the experience, identity and offer of Littlehampton town centre and seafront.

The projects vary in scale, type and complexity and can be implemented in phases. A review of the nine project proposals is attached – see Appendix 1.

The projects vary significantly in terms of scale and complexity and the council would not be in a position to progress all projects at the same time. A deliverability scoring matrix has therefore been prepared to determine which projects should be prioritised based on measurable factors of impact, funding, cost, constraints, timing and scalability.

The table overleaf sets out the scoring for each project. The higher score indicates greater deliverability.

This table is intended to give a guide to the deliverability of these projects. There is naturally an element of subjectivity with some of the scoring but it is based on reasonable knowledge of the sites / proposals and professional experience of delivering similar schemes.

	Pri	ority / del	liverabil	ity scor	ing		
Project	Impact 1= Iow 5= high	Funding 1 = not available 5 = available	Cost 1 = high 5=low	Constraints 1= high 5 = low	Timing 1 =long term 5 = short term	Scalable (done in phases?) 1= no 3 = yes	Higher score = greater deliverability
P1 – High St, St Martins and Beach Rd links	4	3	2	3	3	1	16
P2 – Extension of Public realm	2	2	4	3	4	1	16
P3 – Beach road War memorial	5	2	2	3	3	1	16
P4 – Beach Road	3	2	3	3	3	3	17
P5 – New green and beach link	5	2	3	2	3	3	18
P6 – West development / Windmill site	5	2	1	1	1	3	13
P7 – Pier Lookout	5	2	2	3	3	3	18
P8 – Improve Promenade	3	2	3	4	4	3	19
P9 – Waterfront Maker	5	2	2	3	2	3	17

3. OPTIONS:

Next steps

This list of 'ideas' is not intended to be exhaustive and clearly other proposals and suggestion may come forward over time that will further enhance the public spaces and attractions in the town centre and on the seafront.

The projects proposed are intended as a framework for progressing future regeneration activity in a 'place making' sense which will enable phased investment over a number of years with each part linking into and supporting an overall vision.

Based on the priority scoring table, and as resources become available, officers would

suggest the following next steps are progressed.

- Investigations are made into the costs associated with commissioning more detailed designs and concept proposals for the top three deliverability scoring projects i.e. P8 Improve Promenade, P7 Pier Lookout and P5 New green and Beach link.
- 2. When these estimated costs are known a further report is brought to this committee putting forward proposals for how the detailed design and concept work can be funded.
- 3. If step 2 is agreed and following its completion, a further report is brought to the committee to consider the feasibility of delivering these proposals particularly financial feasibility and the options available to progress the projects.

4.	CONSULT	ATION:	Part of	future	stages
4.	CONSULT	ATION.	r ait Ui	iuluie	Stayes

Has consultation been undertaken with:	N/A
Relevant Town/Parish Council	N/A
Relevant District Ward Councillors	N/A
Other groups/persons (please specify)	
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) Financial	NO
Legal	
Human Rights/Equality Impact Assessment	
Community Safety including Section 17 of Crime & Disorder Act	
Sustainability	
Asset Management/Property/Land	
Technology	
	l l

7.	REASON FOR THE DECISION:

8. BACKGROUND PAPERS:

• 9 Big Ideas for Littlehampton (report attached)

Equality Impact Assessment [please delete if not required]

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Appendix 1

9 BIG IDEAS FOR LITTLEHAMPTON

ANALYSIS OF PROJECTS

Project	Description	Impact	Costs	Constraints	Funding ?	Next step
Project 1 – High Street, St Martins and Beach Road links	Improving public realm from Station to High Street to Beach Road. Reconfigure current highway to reinforce special movement. Keep existing traffic flows but remodel road to emphasis pedestrian connectivity.	Better, safer and more cohesive pedestrianized area with a greater sense of 'place' to link the different parts of the town centre.	Significant costs. Could be phased proposals but each element likely to be significant	Highways (WSCC permissions). Consultation.	Public / ADC / WSCC / Grants	Work-up detailed and costed design proposals
Project 2 – Extension of Public realm	Top part of beach road to have new public realm to link with projects 3 and 4. Could include pavement material spreading across the highway	More cohesive and visible link between the town centre and seafront.	Smaller scale project that would be less than P1 or P3			Work-up detailed and costed design proposals
Project 3 – Beach road War memorial	Existing large roundabout creates significant interruption to pedestrians. Proposal for major remodelling of junction to create stronger and safer routes for pedestrians.	Significant impact which will both enhance the town centre and seafront environment. Will add to tourism offer and accessibility of the town centre	Likely to be costly	Highways (WSCC permissions).	Public / ADC / WSCC / Grants	Work-up detailed and costed design proposals
Project 4 – Beach Road	Line of simple landscape works to reinforce key view to the seafront from the town centre.	Will link town to seafront. Creates a pleasing and memorable environment and intuitive route for visitors.	Dependant on extent of proposals but can be scaled to budget available or developed over phases	Highways (WSCC permissions).	Public funding / Grants	Work-up detailed and costed design proposals
Project 5 – New green and beach link	Major rework ing and redesign of the Green incorporating new routes and open space to 'frame' vista / space. This would	Maximise an underutilised space. Creating a landscaped environment that further links the town to the seafront.	Costs can be scaled to match budget. Project(s) can be phased as funding arises.		Public funding / Grants	Work-up detailed and costed design proposals

	include new planting , lighting and structures.					
Project 6 – West development	Development opportunity around Windmill theatre.	Major project that could transform the seafront and Littlehampton and create more entertainment, leisure, food and drink venues on the beach.	Significant costs and would require private sector partners / investors	Complex site constraints. Land ownerships. Existing leases. Investor. Reprovision of existing facilities.	Public and private investment	Prepare development brief
Project 7 – Pier Lookout	Using existing pier – upgrading with new lighting, railing together with Look Out and crab fishing platforms	Making the most of the pier and the Look Out will be new tourist attraction in itself.	Cost could be considerable but can be scaled up or down.	Condition of pier. Safety .	Public funding	Work-up detailed and costed design proposals
Project 8 – improve promenade	Improving the promenade from the pier to the East Beach Café with a series of smaller projects – points of interest. This would strengthen the links between attractions which currently feel fragmented.	Will be delivered over time and further develop the Longest Bench project. Smaller individual projects that would have collective impact.	Costs could be smaller as projects can be split up and delivered over a longer time frame.	Funding. Deciding on and agreeing project ideas.	Public funding	Work-up detailed and costed design proposals
Project 9 – Waterfront Maker	A major piece (or series) of public art to mark the presence of the beach from the town. Could be a tall dynamic artwork. Located on end of seafront vision lines.	Create a visual connection between the town and the sea. Could be subject to design / art competition. Good publicity.	Not known but likely to be significant	Cost. Location. Future. Maintenance.	Mostly public - opportunity for grants - Big Lottery Private sector / company sponsorship	Work-up detailed and costed design proposals

9 Big Ideas for Littlehampton

Concept Investment Plan



Investment Plan - Introduction

This high level investment plan and framework is designed to promote and convey a range of key development based investment projects in the town centre.

The form of this short document is a mini-prospectus which links to the developing wayfinding strategy which will help visitors gain a better understanding of what Littlehampton has to offer. Utilising the proposed pedestrian 'ring' linking the town to its waterfronts, the investment plan indicates a series of placemaking projects that will help further strengthen the experience, identity and offer of Littlehampton. The projects proposed vary in scale, type and complexity from highway improvements, improved public realm spaces and links, increased visitor attractions and development opportunities.

There are 9 projects each described and illustrated with successful comparative projects we know have worked well in similar contexts.



9 Projects for Littlehampton

The proposed pedestrian 'ring' of primary movement is used to link together the placemaking projects. This ring encompasses all three key areas from the High Street to the north, the Harbour and River Arun to the east and the beaches, Green and Promenade to the south.

Projects vary from new significant development opportunities, to highway and pedestrian connectivity improvements and key landscaping projects. Additionally some local significant buildings are marked showing how they will form part of the overall legibility of the town.



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Project 1 - High Street links. St. Martin's, Terminus and Beach Roads

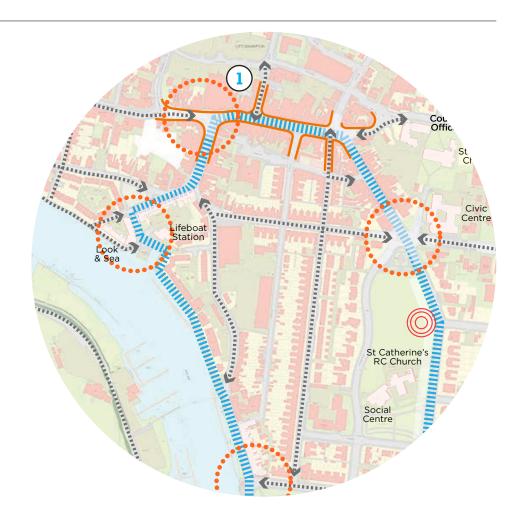
The northern edge of the primary pedestrian circuit links the station to the High Street and then Beach Road. This is a crucial link, which at present feels severed and disconnected because of the current highway structure and public realm quality. The strategy proposes investment to improve the character and spatial quality at both the west and east ends of the High Street linking respectively to the Railway station and Beach Road. The strategy also includes public realm improvements to Duke Street which links north to St Martin's car park, Waitrose and the bus interchange.

The intention is to remodel the current highway configurations to reinforce safe spatial movement across Arundel Road to the High Street providing a stronger sense of connectivity. Similarly, at the east end work is required to strengthen the link from the High Street into Beach Road, as this is the main link to the seafront.

The idea is not to change traffic flows or capacity but utilise knowledge from other public realm projects and current good practice that emphasises pedestrian connectivity and legibility. The intention here is to create a 'place' providing a sense of welcome and arrival for people as set out in the DCLG's Manual for Streets



A recent ground breaking public realm project in Poynton has transformed the town in to a pedestrian friendly place. Traditional pavement and street delineations are reduced to create a shared open space giving pedestrians more priority, stronger legibility and reduced street clutter



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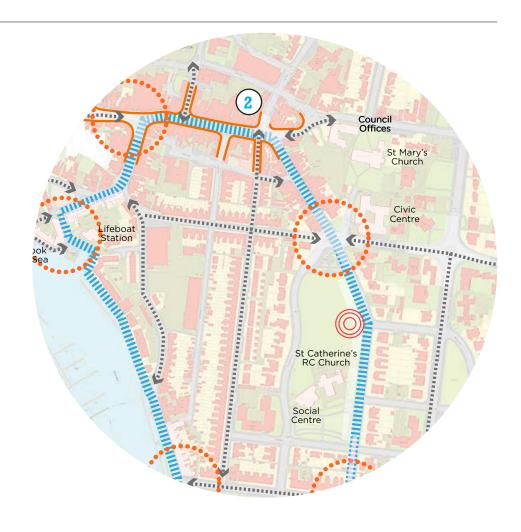
Project 2 - This way to the beach. Beach Road - New Road.

There is an opportunity here to extend a new public realm treatment into Beach Road in order to deliver a stronger connection between the town and sea front. Allied with the wayfinding strategy the intention would be to minimise the highway impact by reducing the roundabout, narrowing the road width and extending the pavement on the south side into Beach Road.

Current High Street units vary in size and quality which constrain future retail needs and opportunity. The Post Office and Arcade which contains units relatively close to the end of their lease, could provide a significant opportunity for better suited units supporting the long term regeneration of the High Street. As with the remodelling at Terminus Road the intention is to 'extend' the High Street, spatially and visually, to make a safe and legible connection for visitors.



At Poynton pedestrian crossings are wide with the pavement material spreading across the highway. Vehicles are carefully managed into narrow highway widths designed to slow traffic and give pedestrians more time to cross.



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Project 3 - Beach Road - War Memorial.

While there are other ways to get to the beach the strategy envisages Beach Road as the main eastern arm to the town's primary pedestrian circuit linking the town to the beach. Beach Road crosses Maltravers and New Road where there is a large 6 spoke roundabout creating a significant interruption to pedestrians walking along Beach Road

As above, the strategy proposes a major remodelling of the junction in order to facilitate a stronger and safer pedestrian connectivity. The proposal here could encompass an improved setting for the war memorial combined with a stronger northern entrance to Caffyns Field. The idea would be to reduce or remodel the roundabout, extend the kerb lines, public spaces and consider new surface materials across both highway and pedestrian spaces. The intention is to create a seamless, safe, space principally dedicated to pedestrian connectivity between the town and the Beach.







Reducing the scale of roundabouts in town centres is common practice in the EU and increasingly so in some UK towns. Here are examples where the form of the roundabout has been significantly reduced to encourage pedestrian movement, slow traffic and create a place not dominated by vehicles.

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Project 4 - Beach Road.

This main section of Beach Road benefits from running alongside Caffyns Field and then turning directly south towards the sea front. This creates a framed, axial view terminating at the horizon, sky and the beach beyond. Here the strategy is proposing a line of simple landscape works to the eastern edge of the Fields to help reinforce this key view and to further define the southward leg of the primary pedestrian circuit.









Public landscape projects can do a great deal to define routes and create a pleasing and memorable environment. Combining landscape planting with pavement surface treatment, lighting and signage is a cost effective way of guiding visitors along a route. Images shown are from the Olympic Park.



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Project 5 - New Green and beach link

Here the strategy proposes a major reworking and redesign of the Green incorporating new routes and open spaces. The intention is to reinforce the primary Beach Road pedestrian route across South Terrace and onto the Green towards the beach and promenade. This route would be designed as a framed and lined walk with new lighting, wayfinding and public realm treatment creating a new promenade linking the town with the sea. Linking off in varying directions would be a series of secondary pedestrian paths leading off to the harbour and East Beach café. This would divide the Green up into smaller landscaped spaces creating a series of open gardens and different landscape treatments to explore.











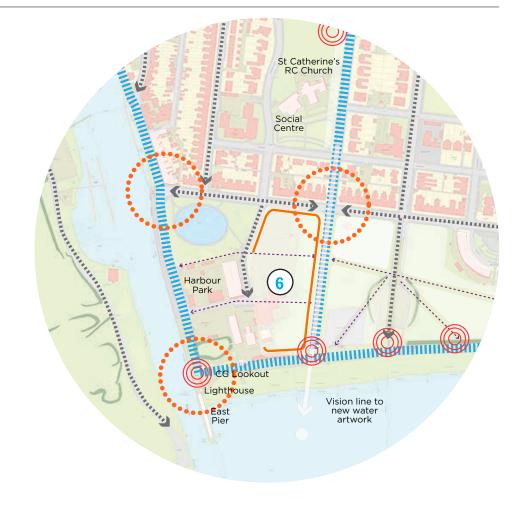
The Green offers a fantastic opportunity to create a seafront park which will link the town and the beach together. Dedicated pedestrian routes, planting, lighting and structures could combine to create a significant green experience for the town with the added drama of the seafront. Projects illustrated here are Thames Barrier Park and Weston-super-Mare, both of which have created waterside park settings.

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Project 6 - West Development Opportunity

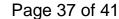
The current car park and Windmill Theatre provide a major opportunity to rethink and develop the western end of the town beachfront. The strategy shows an area for change, which is at the east edge of Harbour Park while also defining new links from the Green to the River Walk. Proposals here could provide new and strong frontage to the Green and reinforce the walk from Beach Road to the promenade. Uses would be mixed with an emphasis on entertainment, leisure, food and drink with improved car parking and access, helping to draw visitors from the town centre to the beach attractions.







In-keeping with the character of the town we envisage this project to comprise a series of low-rise buildings featuring decks and terraces overlooking the sea and the park. Much can be done with temporary structures which may only appear in the high season such as the Lawn Club shown here in Spinningfields Manchester.





Project 7 - Pier Lookout.

The proposals envisage making more use of the existing pier as it is located on the primary pedestrian ring as the route heads along the Harbour. Ideas here would comprise an upgrading of the Pier with new lighting, railings together with a 'Look Out', interpretation and dedicated crab fishing platforms etc.



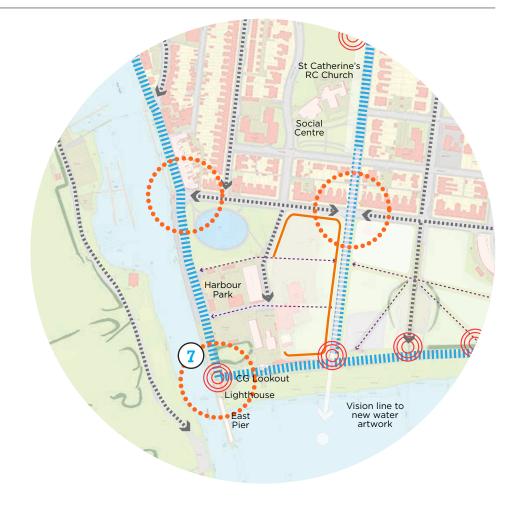












Every good seaside town needs a pier and at Littlehampton the opportunity is to remodel and retrofit the existing short pier into a better tourist attraction. There are examples all over the world of older piers being reassessed and brought back into use as an added seaside experience.

Project 8 - Promenade from the Pier to the East Beach Café.

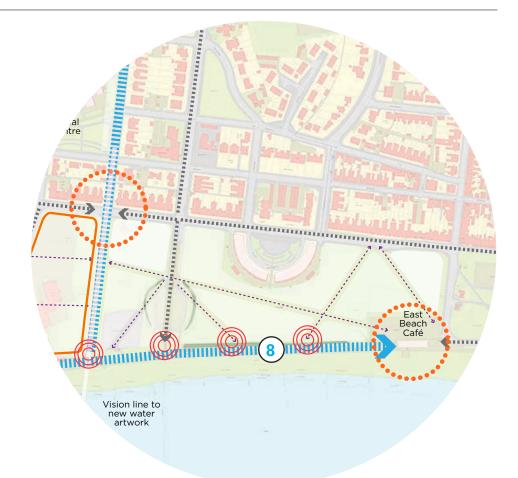
The proposal here would be to strengthen the sense of arrival and place along the length of the Promenade between the Pier and East Beach Café. As with the Harbour, the intention here would be to deliver, over time, a comprehensive public realm project that improves the quality of the environment linking all of the attractions together. At present, despite the Worlds Longest Bench, the Café and Pier the Promenade still feels fragmented and low in quality.







Projects here from Blackpool and Southport show how inventive design and public art can combine to broaden and reinforce the seaside experience. Southport has had a project of high quality public art along the seafront whilst Blackpool's promenade features a range of projects including the much loved Comedy Carpet.

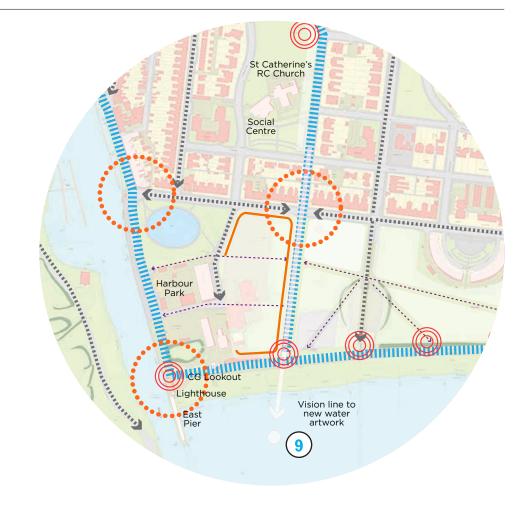


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Project 9 - Waterfront marker

A major piece of public art is proposed here designed visually to mark the presence of the beach from the town. Its location takes advantage of the main visual connection from the 'hotspot' on Beach Road. The proposal is for a tall lightweight dynamic artwork, which responds to the wind and seaside elements. This piece could be subject to a design/art competition.







Elsewhere in Blackpool, large dynamic artwork structures have been added to mark the seafront from the town. Giant dune grass sculptures sway in the wind and light up at night.

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Ideas for Next Steps

- 1. Continue the wayfinding project. Develop design and implement
- 2. Review the Concept Investment Plan and develop a costed action plan. Build on momentum created by the Harbour works.
- 3. Create a development brief for the East side of the primary pedestrian circuit, particularly the 3 highways projects (Project 1, 2, and 3)
- 4. Establish a town beach activity team to manage and procure the Concept Investment Plan
- 5. Commission a masterplan team (Highways, Landscape and Urban Design Consultancy) to develop a masterplan for the primary circuit
- 6. Create a consultation strategy with residents and local business
- 7. Create a development brief or SPD for the West and East development opportunities (Project 6)
- 8. Develop a costed and phaseable implementation strategy and seek local members approval
- 9. Commission detailed works and implementation
- 10. Enjoy the increased investment and visitor numbers

