

# North Lowestoft Heritage Action Zone: Delivery Plan



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## Programme summary

The Heritage Action Zone (HAZ) will focus on the North Lowestoft Conservation Area with its medieval High Street, Scores (steep narrow paths in the cliff), historic smokehouses and net stores, and once fine Victorian parks. It will also include areas closely bordering the conservation area; including those earmarked for new residential development to the west, and the industrial setting of the Power Park and the open space of the East of England Park on the lower levels to the east, which once accommodated Britain's most easterly community in the area known as the Beach Village.

This part of Lowestoft was originally the main medieval settlement, grown around a thriving fishing industry, including merchants' housing and commercial premises on the cliff top, and workers cottages and net stores below. However, over time industry declined, the Beach Village was repeatedly flooded, and the economic heart of Lowestoft moved southwards. This has led to the High Street now being on the periphery of the town centre, and the area has become in need of a new vision and regeneration.

In more recent years the decline has been exacerbated by the economic down turn and national changes in retail, which have had a negative impact on the whole town centre. In particular they have left the historic High Street with significantly reduced footfall and a lack of purpose. This coupled with high numbers of vacant premises and heritage assets at risk, poor quality alterations to buildings, inappropriate modern development, and lack of investment in public areas, has led to the North Lowestoft Conservation Area being included on Historic England's Heritage at Risk Register (2017).

The creation of the Heritage Action Zone is therefore timely and the scheme will help revive the town's historic heart by maximising the potential of historic assets and kick start regeneration. It will bring buildings back into use as housing or retail spaces, and enhance the quality and connections of the historic streets and public spaces. It will improve the overall natural, historic and built environmental quality, making the area more attractive to residents, businesses, tourists and investors.

The HAZ scheme will be run with the local community, using a programme of activities to engender pride in place through the engagement in the heritage of the area.

The HAZ will be delivered by a partnership including Waveney District Council, Historic England, Lowestoft Town Council, Lowestoft Vision (Business Improvement District and part of the Suffolk Chamber of Commerce) and the East Suffolk Building Preservation Trust.

In order to achieve the aims of the HAZ the Partnership will oversee the following interventions:

- research and better communicate the historic significance of the area and assets
- bring vacant and 'at risk' historic buildings back into use
- identify and deliver new open market housing in the area
- work with private sector landlords to jointly fund the repair and reintroduction of historic features in buildings in the historic High Street
- encourage footfall by implementing improvements to pedestrian access, including the reintroduction of a historic Score

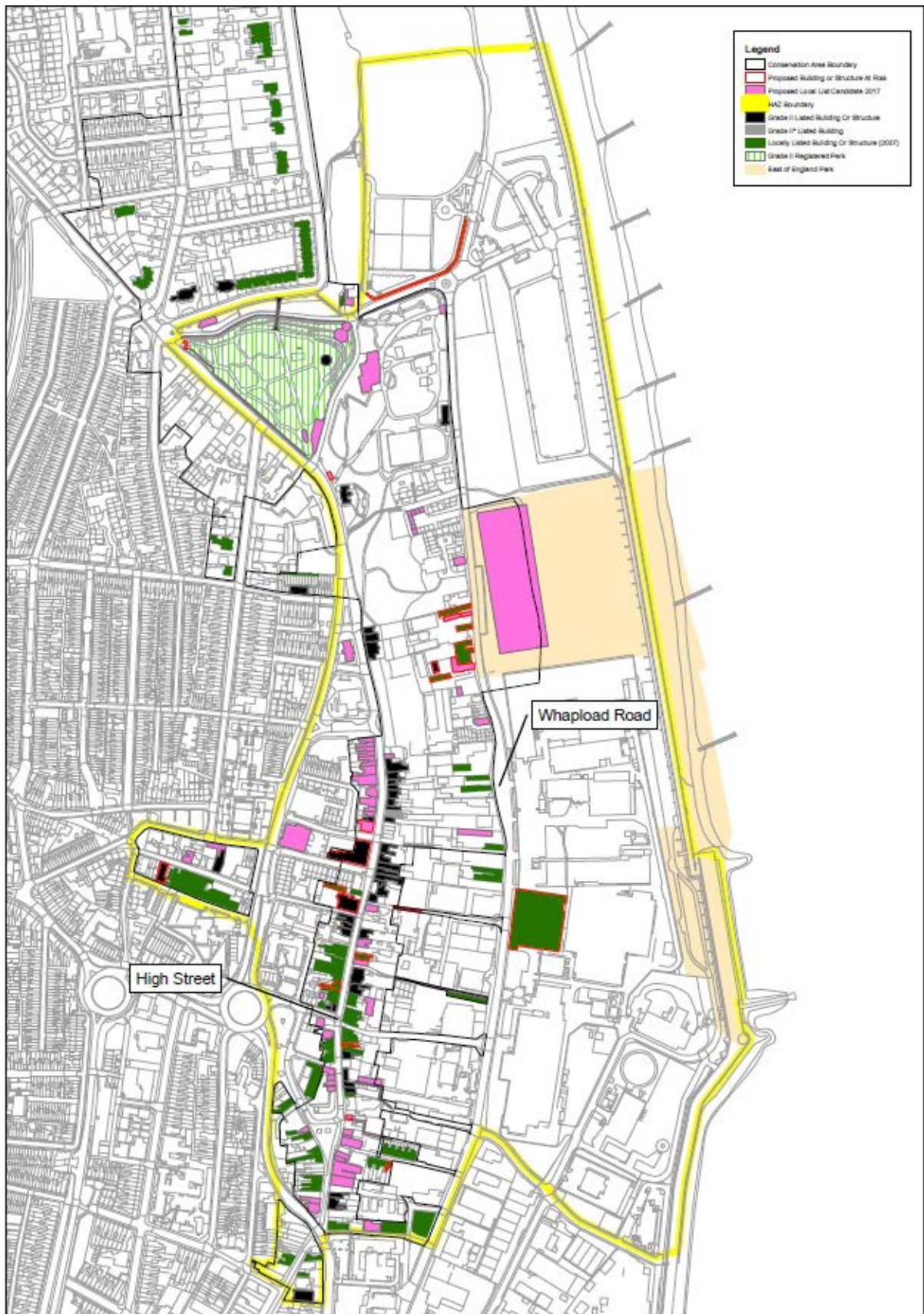


- deliver quality open spaces and cultural events for both the local community and visitors to enjoy
- Support retail and leisure businesses within the town centre boundary, including the re-introduction of a regular market.





Figure 1 - Map of heritage assets



## Partnership Team

### Partnership Team

The HAZ will be delivered by a Partnership Team including Waveney District Council, Historic England, Lowestoft Town Council, Lowestoft Vision (Business Improvement District and part of the Suffolk Chamber of Commerce) and the East Suffolk Building Preservation Trust. Waveney District Council will act as the Accountable Body for the scheme.

The HAZ Partnership Team will be responsible for the overall direction and delivery of the HAZ programme. Historic England and the Local Authority shall ensure that they have two active representatives as members of the HAZ Partnership Team at any one time and other Parties shall ensure that they have at least one active representative as a member of the HAZ Partnership Team at any one time (see Memorandum of Understanding). The Team will:

- Approve the Delivery Plan and any variations
- Ensure that the programme remains on track
- Review the status and current reported progress against the project plan and budget
- Ensure that key risks and issues are reviewed and resolved
- Approve the budget strategy
- Oversee the output monitoring and ensure benefits are defined and realised
- Review communication plan regularly (Appendix B)
- Direct adequate resources to the programme.

The Partnership Team will be chaired by Cllr, Waveney District Council Cabinet Member and Heritage Champion. A Vice Chair will be nominated at the first meeting and will be responsible for chairing the meetings if the Chair is unavoidably absent.

The Partnership Team will meet quarterly, and the meeting will be quorate if four of the five organisation representatives are present. Where any organisation members are unable to attend a meeting, they may field a nominated deputy. Such deputies in attendance will count towards a meeting being quorate.

The Partnership Team will sign a Memorandum of Understanding - a non-legally binding framework to govern their respective rights and obligations to the programme. The MOU also sets out how the Partnership Team will deal with disputes. The Partnership Team will be supported by the Heritage Action Zone Programme Manager and the Programme Delivery Group.

Contact: [economicregen@eastsoffolk.gov.uk](mailto:economicregen@eastsoffolk.gov.uk)

### Programme Manager

The Programme will be overseen by a Heritage Action Zone Programme Manager (Programme Lead) who will be appointed to manage the development and implementation of the programme, raise awareness and understanding of heritage-led regeneration projects and initiatives, manage the successful delivery of a wide range of projects, oversee all communications and work with the stakeholders. The Programme Manager will be managed by the Economic Regeneration Manager and supported by other Council officers across Planning, Housing, and Economic Development & Regeneration, along with officers from the partner organisations (Historic England, East Suffolk Building Preservation Trust, Lowestoft Vision and Lowestoft Town Council). In addition there will be support from other Council's teams including finance, asset management and legal.

### **Programme Delivery Group**

The Programme Manager will work with the HAZ Programme Delivery Group, on the day to day management of the programme. The Programme Delivery Group will meet regularly as sub groups for specific projects, with a formal, full delivery team meeting being decided upon by the HAZ programme manager and Historic England Heritage at Risk Principal. Sub meetings will be initiated or approved by Heritage at Risk Principal, HAZ programme manager or HE Historic Places Adviser. There will be a core membership, which includes representatives from all the partners, and other officers/project leads will join as required. The Programme Delivery Group and sub groups will report on progress to the Partnership Team, through the HAZ Programme Manager, regularly and escalate issues and set out recommendations.

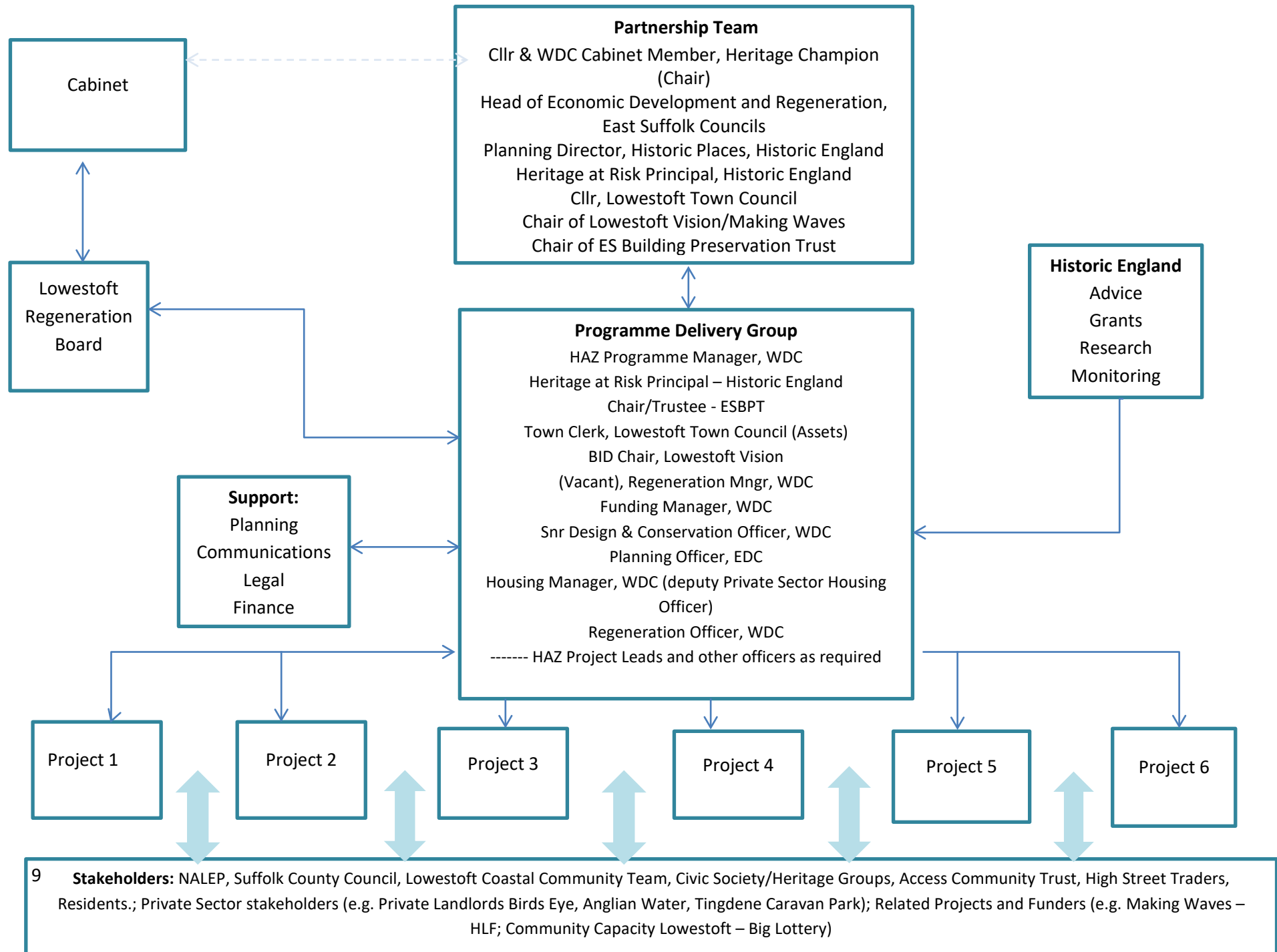
### **Projects**

Individual projects will have a project lead and project support relevant to the size and nature of the project. The projects will follow corporate project management guidelines and will report into the Programme Delivery Group. Individual projects are listed under “Methods”.

The governance structure chart is set out below in figure 1.



Figure 2



## Background and need

### Background

Lowestoft, together with Carlton Colville, Oulton and Oulton Broad represent the largest built up area in the district of Waveney, and the second largest town in Suffolk, with a combined population of approximately 70,000 people. The town, which is the most easterly in England, is sited between the North Sea to the east and the Broads National Park to the west.

**History:** The township of Lowestoft relocated from its original position (the northern end of the Normanston Cemetery area) onto a cliff-top site during the first half of the fourteenth century, partly because maritime activity was becoming increasingly important in its economy. As the principle street within the town, buildings on the High Street overlooking the sea tended to be populated by wealthy residents, whilst the streets to the west were populated by the lower classes. The town's population accelerated by the coming of the railway and the development of the harbour by Samuel Morton Peto during the 1840s, and eventually, the so-called Beach Village (also known as The Grit) was created on the lower level of the Denes to the east, with a structured layout of streets. In addition to the fishing crew there were other related occupations within the Beach Village, such as fish curing and hawking, rope making and twine spinning, net repairers and net packers in factories. The area was bombed during the First and Second World Wars, extensively flooded during the east coast floods of 1953, and was part of a slum clearance designed to improve housing conditions in the town. The whole of the area east of Whapload Road, from Marsh Cottage in the north to Bath House to the south on the corner of Hamilton Road was lost. The last building to be demolished was the Rising Sun Pub in 1968, but many buildings were demolished from 1931 onwards. The slum clearance also coincided with the near collapse of fishing industry in the 1960s.

**Built heritage:** Lowestoft benefits from a rich natural, historic and built environment. The town has a significant number of heritage assets including those in the afore-mentioned High Street and surrounds (North Lowestoft Conservation Area) and the tourist beach area of the South Lowestoft Conservation Area.

North Lowestoft has three distinct character areas: the historic High Street, characterised by continuous frontages divided along burgage plots and punctuated by historic pathways known as Scores; the Victorian parks to the north, which linked the High Street to the grand villas beyond; and the Denes or former Beach Village area to the east. Although much of the Beach Village was lost as described above there are still some significant assets remaining. These include the Spars, as they were known, which were wooden frames constructed for the drying of nets and ropes, both after use at sea and having undergone preservative treatment. The posts and their crossbars were a significant part of Lowestoft's fishing heritage, both practically and visually, and the remaining ones are historically important – especially when taken in tandem with the net stores which stand opposite.

The North Lowestoft character areas described above, form some of the oldest parts of Lowestoft, however, the quality of the historic environment is under threat from insensitive development, poorly maintained buildings and a lack of investment. The Conservation Area was added to Historic England's Heritage at Risk Register in 2017, and there are a significant number of designated and non-designated heritage assets vacant and at risk. The need for a deliverable action plan which will reverse the decline and remove the conservation area from the At Risk list is imperative.

## Need

The area sits within Harbour Ward, one of the most deprived in Lowestoft and the country. The area suffers from numerous social problems including anti-social behaviour, shorter life expectancy and low levels of employment and education.

The area currently has a number of purposes. The southern end of the High Street around the Triangle Market is within the Lowestoft Town Centre boundary (as defined in the New Draft Local Plan) and provides a secondary shopping area and a leisure focus with a number of cafes, restaurants and pubs. This area is distinct from the primary shopping frontage on London Road North and has a different retail offer. The High Street is largely dominated by independent and specialist retailers, including hair salons, restaurants and cafes, takeaways, second-hand goods stores and a bicycle shop.

The area of the High Street to the north of Rant Score has more of a local shopping centre character, providing day to day provision to the surrounding residential properties. However, there are a number of unique shops and a couple of pubs and a restaurant which serve a wider population and visitors to the area.

The Scores have a more mixed residential and employment purpose.

Vacancies are dispersed along the linear High Street and footfall here is lower than on London Road North. The HAZ area shop vacancy rate is currently 15%, which is higher than the national average (12%). In addition the Town Hall has been vacant since Waveney District Council's move away from the High Street to Riverside Road within the Lake Lothing regeneration area to the south of the town. The Town Hall was originally marketed, but following public consultation it was agreed to retain the asset and await the creation of the new Town Council, who are now considering alternative uses for the building.

The Conservation Area affords planning protection through an Article 4 Direction, yet despite this the area has suffered from a definable negative change, which has taken the form of inappropriate modern housing development, a decline in the overall condition of residential and commercial units, a number of premises remaining empty and a lack of investment and improvement of public areas. Areas including a section of Crown Score, have been damaged and await repair. Public areas suffer from a lack of maintenance and street furniture and surfaces lack cohesion.

The Conservation Area boundary, drawn tightly to the immediate rear of properties located to the west side of the High Street means that areas further west are being redeveloped to the detriment of the setting of Listed and Locally Listed assets within the Conservation Area's boundary.

The Conservation Area continues to be damaged through incremental change. Items such as uPVC doors and windows, satellite dishes, illuminated signage, industrial extract ventilation systems and poor boundary treatments/surfaces all contribute to the denigration of the area.

The Top Ten Threats Facing Conservation Areas identified by Historic England include:

- Unightly replacement doors and windows (83% of conservation areas)
- Poorly maintained roads and pavements (60%)
- The amount of street clutter (45%)
- Loss of boundary walls, fences or hedges (43%)
- Unightly satellite dishes (38%)

- The effects of traffic calming or traffic management (36%)
- Alternations to front elevations, roofs and chimneys (34%)
- Unsympathetic new extensions (31%)
- The impact of advertisements (23%)
- Neglected green spaces (18%)

The North Lowestoft HAZ appears to meet at least eight out of the ten criteria outlined above and needs immediate action to prevent further deterioration and to put in place a deliverable action plan which will reverse the decline and result in the removal of the Conservation Area from the At Risk Register.

### **The Wider Context**

**Environment:** Large parts of central Lowestoft are at risk from flooding. The Council is working with partners to ensure the delivery of strategic flood protection measures to mitigate these risks. It is anticipated these measures will be complete by 2021. Traffic congestion is also considered to be an issue which holds back economic growth. Particularly, there are issues at the two crossings of Lake Lothing. A third crossing over Lake Lothing is planned to be in place by 2022 to help alleviate traffic congestion, and this should have a positive impact on the town centre and the HAZ, where there will be opportunities to improve connectivity and help deliver regeneration sites.

These two significant investments in Lowestoft (over £100million) are creating a new confidence in Lowestoft, which will result in further public and private sector investment over the next few years.

**Economy:** Lowestoft's economy was traditionally based on fishing and manufacturing. These sectors have declined significantly in recent years. However, due to planned investments in offshore renewables in the southern North Sea, there is significant potential for future jobs growth. The town significantly benefits from the Port of Lowestoft from which many offshore companies operate as well as a small fishing fleet. It is also the closest port to many of the offshore wind farms planned off the coast of East Anglia.

Tourism is also an important sector to the town, and its unique position between the Broads and the sandy beaches on the North Sea helps attract high numbers of tourists each year. Waveney District Council engaged Hemingway Design to create a new South Beach Vision in 2017, and several projects are being developed from this including new overnight Beach Huts and a new arts and cultural festival. The plans aim to attract new more affluent visitors to the town and promote a longer season.

From surveys conducted by the Lowestoft Coastal Community Team in 2015 it is clear that less than half of visitors to Lowestoft venture to the north side of the town, including Ness Point (the most easterly point in Britain) and the North Denes area. There is a need for the historic High Street, Scores, parks and museums to become more attractive, accessible, and to help grow Lowestoft's tourism offer by meeting new patterns of visitor demand, increasing visitor numbers and spend. A number of new schemes (see stakeholders and interfaces section) are being developed or are underway and will help to address this and will be an important part of the Heritage Action Zone.

**Social:** Most social problems in the district are more acute in Lowestoft, particularly the central areas. Life expectancy is lower in some of the central wards of Lowestoft than the rest of the District, and death rates are higher. Nine neighbourhoods in the town are within the 10% most deprived in the country, including Harbour Ward where the HAZ is sited, which has unemployment levels double the regional average. The HAZ will not only increase employment opportunities in the locality, but will also create greater community involvement and provide a sense of pride in the area.



**Housing and growth:** There are significant housing growth pressures in Lowestoft, with the need to provide 5,000 new homes by 2036. This is just over half of Waveney's future development and reflects the role of Lowestoft as the largest town in the District and its potential for future economic growth. It enables a continuing focus on regeneration of the central areas.

Whilst there are no large housing development sites within the proposed HAZ area there are opportunities for small pockets of development, in addition to flats over shops. There have been several planning applications submitted over the last two years for small scale developments ranging from 3 to 18 units. (Note that permitted development rights now allow two flats to be created above a shop without planning permission.) Many of the planning consents appear to be for affordable housing units, which reflect the lack of balance and the need for more open market housing. There is also a need to ensure that design of new housing, both affordable and open market, meet the required standards of a conservation area.

**Political:** In 2016 Waveney District Council set up the Lowestoft Community Governance Review to create new parish councils for Lowestoft, the only part of the district which remained unparished. In 2017 Oulton Broad Parish Council and Lowestoft Town Council were formed. A number of assets including parks were transferred to the new parish councils, and in the case of Lowestoft the former Town Hall was also transferred. As part of the consultation many local residents were keen to see the Town Hall building used as a base for the new Town Council, and to retain the heritage and historic value of the building as well as making a focus for the historic High Street area. The new Town Council will not need the entire building and are keen to find a sustainable future for this Grade II listed asset. The Heritage Action Zone is an opportunity to support this project, along with other key priorities for the new Council, such as the Triangle Market, and the parks and gardens.

## Aims

### The Vision

Through the area being designated as a HAZ, conservation led regeneration will make the North Lowestoft Conservation Area a vibrant place to live, work and visit. The HAZ will be a place where heritage is valued and seen as a fundamental part of a sustainable environment, and where communities are actively engaged in its protection and presentation. The area will be seen as a visitor destination, contributing to the cultural tourism offer of the East of England. The HAZ will be seen as the place to invest and to do business, where the character and environment of the area brings forward new ideas and innovation.

### The key objectives are:

Key Objective	National or Local Indicator	Measured Outputs*
Improve the natural, historic and built environmental quality of the area	HE National Indicator: Reducing the risk to the historic environment	6 projects/ interventions designed to improve the removal of an asset from the risk register 25 number of heritage assets repaired or restored 1 number of assets removed from the local at risk register (the conservation area in its entirety)
Enhance the vitality and viability of Lowestoft Town Centre through improvements in retail	HE National Indicator: support local sustainable growth	1,000 commercial floor space brought back into active use (sq. m)  Additional: 10 new enterprises 30% increase in footfall Below average vacancy rates*
Bring back under utilised and derelict land and property into positive use	HE National Indicator : Support local sustainable growth	1,000sq m commercial floor space (as above) 20 housing units bought back into use 50 new housing units
Enhance the tourism offer of the area and ensure sustainable economic growth	Local Indicator: Increase the number of visitors	70% of all visitors to Lowestoft having visited the north end of Lowestoft (High Street/Ness Point and/ the Denes)
Deliver new housing in an accessible location bringing a better mix of tenures and types of housing to the area.	HE National Indicator : Support local sustainable growth	40 housing units brought back into use 50 new housing units
An area with high quality spaces that meet the needs of the community	Local indicator: Enhance the quality of design and the public realm	5,410 sq. m of public realm improved)

To build local capacity amongst partners and communities, engendering pride in place through the engagement in the heritage of the area	HE National Indicator: Build local capacity	10 staff trained, 14 hours of heritage related training  2 apprenticeships provided  4 funding sources leveraged AND £800k amount of public funding leveraged (£)
To promote and raise the profile of the HAZ within the community	HE National Indicator: Engage the local community and the local authority	20 community events held (4 per year) 1000 attendees to HAZ related events (over whole programme) 25 volunteers involved in the HAZ 35 hours of volunteer training 25 young people volunteering in the HAZ
Working in partnership with communities involved in a programme of heritage listing activities	HE National Indicator: Increased understanding of heritage/enhance NHLE	9 Number of new statutory listed assets (subject to assessment) 9 Number of updated list descriptions (national list where public input possible)  40 Number of additional locally listed assets (subject to assessment)
Building capacity among partners and community to develop best practice for managing heritage	HE National Indicator: Develop best practice for managing heritage:	3 x heritage guidance documents produced (Research report, 2 x design guides) 8 HAZ dissemination events 5 Formal engagement with heritage organisations 10 Informal engagement with heritage organisations 4 heritage led educational events 80 attendees to heritage led educational events
Improve connections and permeability within the area, including re-connecting the old town	Local indicator – Improve connections and permeability within the area.	1 no of physical connections made (e.g. new scores/reopening scores) 1 no of connectivity projects (wayfinding) 30 increase in footfall

*\*These outputs are estimates will be determined/reviewed as part of the Baseline Study.*





## Stakeholders and interfaces

The following section provides a brief description of what the relevant stakeholders do and how their activities relate to the HAZ scheme. The diagram below the table provides further help to illustrate this.

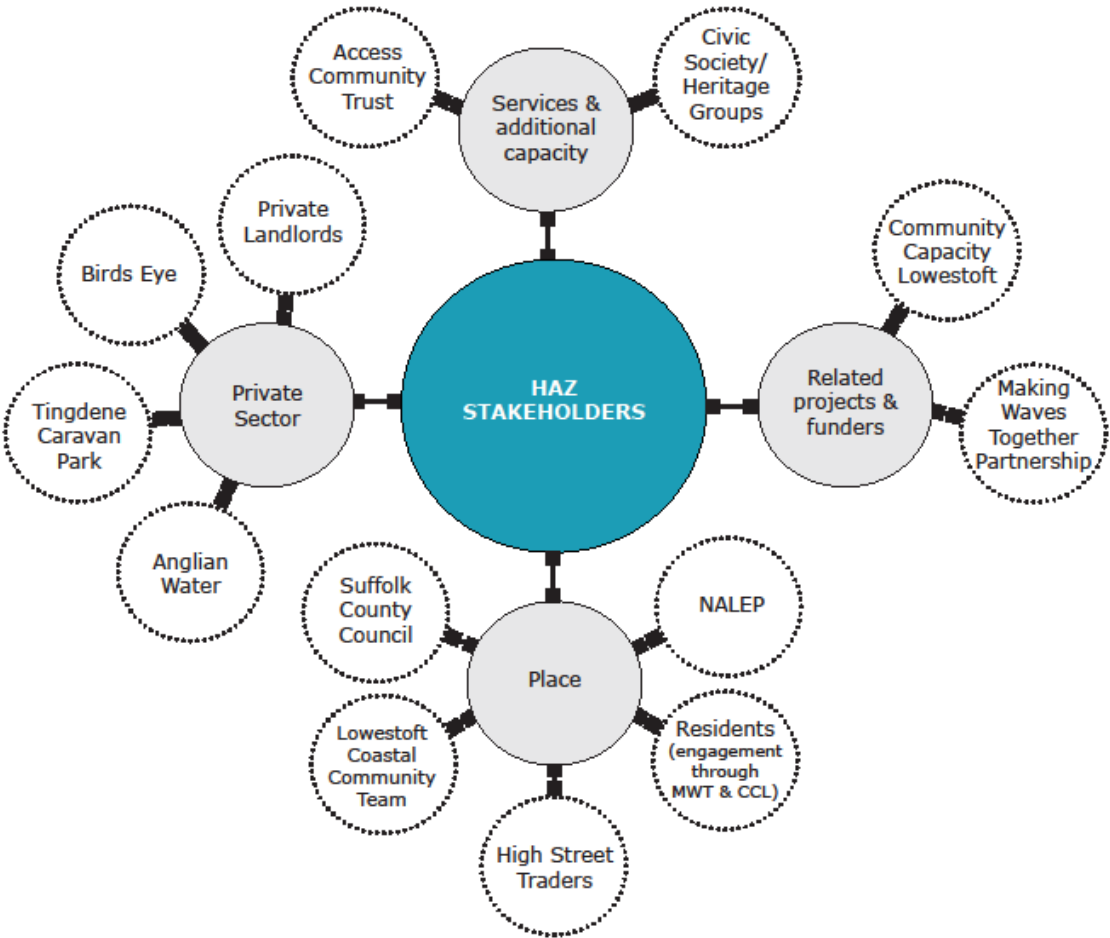
Stakeholder	Description	Relation to HAZ
Lowestoft Rising (and Cultural Education Partnership)	A partnership approach to working, ensuring the public sector work effectively together for the benefit of Lowestoft and its residents. A key element of Lowestoft Rising's programme is ensuring the local community has pride in the town.	Main partner in respect of community projects and regeneration projects. Delivery partner of the Great Places "Making Waves Together" through its management of the Cultural Education Partnership (CEP). The CEP which aims to provide a rich and varied cultural education offer for all children living in Lowestoft.
Lowestoft Coastal Community Team	The Lowestoft Coastal Community Team was set up in 2015 and has focused on developing and delivering a strategy that ensures the seafront is an attractive high-quality and exciting environment for residents, businesses and visitors throughout the year. The CCT's aims include sustainable uses for heritage assets and supporting the visitor economy and retail sector.	Main partner in the Lowestoft Ness Regeneration Scheme (East of England Park), and also links to the south seafront. Funded by the Coastal Community Fund, it will create a new urban park that celebrates the history of the area, and improve the local environment including the most easterly point in the UK.
Paul Bradley Architecture	Consultancy service specialising in conservation area appraisals and heritage statements.	Commissioned to provide baseline information on buildings at risk for the HAZ as well as undertaking the Conservation Area Appraisal
NALEP Cultural Board	The Board created the regional culture strategy and represents culture, art and heritage at the regional level.	Links the HAZ to the strategic, regional level. Two members of the NALEP Board sit on the "Making Waves Together" Board.
Lowestoft Cultural Board	Newly created as part of the Making Waves Project to support and promote culture in Lowestoft.	A new Lowestoft Cultural Strategy will be created and agreed by the Lowestoft Cultural Board. The HAZ needs to link to this cultural strategy.
Making Waves Together Board	Place making scheme (Great Places) funded by Arts Council, HLF and HE are partners of the scheme.	New national place making scheme with a project in Lowestoft and Gt Yarmouth. The HAZ links to this project as the visions are complimentary; also some of the project activities will compliment each project.
Suffolk County Council – a) Archaeology b) Archives c) Museums	Archaeology Service  Lowestoft Records Office  Maritime Museum, Sparrows Nest Park	Suffolk County Council services will support the HAZ in a number of different ways through research, resources and complementary projects such as the Grit Project, which is being delivered by the Maritime Museum and Poetry People. This will involve schools and residential care homes (10 children and 10 older

		people), to re-tell the stories of 4 people/characters that feature in the published Grit book. There will be teacher training and resources (loan box) as the project legacy. There will be performances held at Lowestoft Players and other venues linked to the project and there will be an event in Sparrows Nest (summer 2018).
Museums (not part of Suffolk Association)	Lowestoft War Memorial Museum and the Royal Naval Patrol Service Museum are both located within the HAZ (Sparrow's Nest Park)	Along with the Maritime Museum and Heritage Centre these museums play a key part in the visitor offer and experience of the area. Volunteers based here may become involved in training and research and will support the community to engage with local heritage.
Civic Society/ Heritage Centre	Charity located in the Scores, providing a wealth of local research and heritage related material.	Key partner to assist with schools projects, training and recruitment of volunteers as well as supporting the research and implementation of the HAZ.
Heritage Groups - Jack Rose Old Lowestoft Society, etc.	The Jack Rose Old Lowestoft Society is group open to the public, made up of members from the local community who has an interest in the history of Lowestoft. The group welcomes new speakers to share information on times gone by and hold regular meetings at Lowestoft's Trinity Methodist Church. (Chairman – Chris Brookes)	These societies will be useful to engage with on the Research project, and to keep in the loop on other projects throughout the HAZ.
Access Community Trust	ACT work to promote social inclusion through integrating people into society. In the last year the Trust has appointed an Arts and Culture Education Coordinator to develop an arts project for service users and the wider community.	Partner to engage with in respect of community projects. This can be facilitated through the Great Places "Making Waves Together" programme who has already established a relationship with ACT's Arts and Culture Education Coordinator.
High Street Traders	Although part of Lowestoft Vision (the Business Improvement District) the majority of businesses in the High Street area are exempt from the BID levy because of low rateable values. As such the High Street Traders group provides an extra lobbying voice for the smaller retail businesses, as well as fund raising for improvements to the area.	This group could directly benefit from the PSiCA and be a powerful promoter to other landowners and businesses to ensure the take up of grants and support the overall improvement to the HAZ.
Community Action Suffolk (CAS)	A VCSE sector organisation implementing a Big Lottery Community Capacity project in Lowestoft.	This Community Capacity project funded by the Big Lottery will employ 3 Community Enabling Officers focusing on communities in Lowestoft. It will run

		during the first 3 years of the HAZ project. It focuses on enabling communities and identifying champions within communities and this would fit well with the HAZ activities and both projects can add value to each other.
Natural England	A new National Trail around the entire coast of England. The stretch running through Lowestoft will be opened in 2018 and Natural England expects to complete work on the whole England Coast Path in 2020. When completed, it will be the longest continuous coastal walking route in the world. It will also become a National Trail – the nation’s finest and most popular long-distance paths.	The England Coast Path project will run through the HAZ area connecting it to the main tourist beach to the south and the Denes, Corton and the Suffolk Wildlife Trust site to the North. The HAZ projects, including the East of England Park and the Wayfinding project, will ensure walkers are able to divert from the trail into the local area, benefiting the shops, cafes and museums.
Private sector - land owners/land lords	A number of key asset owners have been identified by and there is an opportunity to set up a stakeholder group to engage these stakeholders early on in the programme.	Will potentially benefit from grant assistance through the HAZ and can be advocates for the scheme.
Local Developers	A focus group of local developers who may look to partner with land owners or the council to help progress potential development opportunities within the HAZ.	Developers could potentially benefit from opportunities opened up via stakeholder engagement with both the council and land owners. Grant funding associated with the HAZ may encourage development sites to be brought forward with have previously been disregarded due to financial viability.
Solo Housing	Solo work to promote successful housing within Suffolk for people with none priority needs (i.e. lower priority). They operate a matching service within the private sector and could help facilitate development of smaller housing development within the HAZ. Their remit is slightly different to Registered Providers as their main focus is to match tenants to private sector accommodation and assist them throughout their tenancy.	Partner to engage with in respect of Housing development opportunities which create positive communities. They have an established reputation within Suffolk and could advise on the suitability of potential development sites for use
Residents groups	As part of the HAZ an advisory group of local residents will be set up. Stakeholders within this group will represent a varied cross section of the community and include people who live or work within the HAZ.	Provide insight into potential areas of improvement required within the HAZ. Obtain feedback based on proposed projects within the Delivery Plan and engage with residents throughout the delivery phase.
Friends groups	A number of new “friends” groups	These groups will be involved in

	have been set up by Lowestoft Town Council for the parks and other key assets such as the Town Hall. They are made up of local community representatives who have indicated an interest in helping the development and management of these assets.	supporting the projects going forward and their ongoing sustainability. They may benefit from training and offer volunteer time in promoting the HAZ.
Heritage Open Days	A national project which every year for four days in September, encourages places across the country to open their doors for free to celebrate their heritage, community and history.	The Lowestoft Heritage Open Days started up in 2017, and are looking to coordinate activity that will also work with the HAZ project and Making Waves Together. Possible links to the HAZ could include lectures and tours based on the research that has come out of the project.
Sports Groups	The HAZ boundary takes in the Denes Oval which includes sports facilities and a number of active sports groups.	These groups would be consulted and engaged on any improvements or proposals at this end of the HAZ.

**Figure 3. Stakeholder diagram (draft format)**





## Methods

The following section sets out how the aims of the HAZ will be met. This includes activities to be carried out, the partners involved and the resources that will be used. As the Delivery Plan is a live document throughout the project period, this section will record any changes to the project that occur through the life of the project.

### Programme summary template


Programme Lead:	Lead: <b>Economic Regeneration Manager, WDC</b>			
	Programme Sponsor: Head of Economic Development and Regeneration, WDC.			
Lead Organisation Contact				
Partner Organisations Contact	Cllr & WDC Cabinet Member, Heritage Champion Heritage at Risk Principal, Historic England Cllr (Deputy), Lowestoft Town Council Cllr, Lowestoft Town Council Chair of Lowestoft Vision/Making Waves Chair, ES Building Preservation Trust Trustee, ES Building Preservation Trust Regeneration Manager, WDC			
Agreed Projects	<ol style="list-style-type: none"> <li>1. Project Baseline</li> <li>2. Research</li> <li>3. Listing</li> <li>4. Policy</li> <li>5. Building Renovation Grants - Partnership Scheme in Conservation Areas (PSiCA) &amp; Housing Renovation Fund</li> <li>6. Buildings At Risk (BAR) - feasibility/options for key sites</li> <li>7. Town Hall development</li> <li>8. Housing Delivery - new developments</li> <li>9. Community Engagement</li> <li>10. Connectivity - including Scores projects</li> <li>11. Redevelopment of the Triangle Market</li> <li>12. East of England Park</li> <li>13. Project Monitoring Evaluation</li> </ol>			
Project Resources	HAZ Programme Manager  Apprentices x 2 - TBC			
Budget	HE 506,020	LA 335,400* <i>*Plus housing funding (and c£280k staff costs)</i>	Private/other 315,000**	<i>** Does not include development funding</i>
Start Date	01.05.2018			
End Date	30.04.2023			
Delivery Plan version	V03			
Summary of changes				

Final Sign off (Senior Officer from lead and partner organisations)		Date:
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**Project summaries:**

<p>Description of Project</p>	<p>Project name: <b>Baseline Study</b></p> <p>The data gathered for the Baseline Study will provide an information base against which the programme’s progress will be monitored against throughout the delivery, as well as being used to evaluate the programmes effectiveness at the end of five years.</p> <p>This will include assessment of the:</p> <p>Historic environment (research undertaken as part of the Conservation Area Appraisal identifying the quality and condition of historic fabric, as well as the understanding of the historic environment):</p> <ul style="list-style-type: none"> <li>• Audit of heritage assets</li> <li>• Potential new national and locally listed assets</li> <li>• Identification of out of date or inadequate list descriptions</li> <li>• Empty properties/buildings and structures at risk</li> <li>• Condition of public realm and street furniture</li> </ul> <p>Business environment (surveys/information provided by Lowestoft Vision and Economic Development) :</p> <ul style="list-style-type: none"> <li>• Vacancy rates (retail) &amp; amount (sqm) of vacant floor space</li> <li>• Number of enterprises</li> </ul> <p><i>Other business baseline information could include:</i></p> <ul style="list-style-type: none"> <li>• <i>Rental values</i></li> <li>• <i>Number of employees</i></li> <li>• <i>Sales figures (where available)</i></li> <li>• <i>Footfall</i></li> </ul> <p>Housing (research and surveys - WDC Housing Team):</p> <ul style="list-style-type: none"> <li>• Housing stock and tenure mix</li> <li>• Empty housing units (including above shops)</li> <li>• Houses not meeting decent homes standards</li> <li>• Housing energy performance certificates</li> <li>• Amount of undeveloped land</li> </ul> <p>Wider economic impact (commissioned research on economic impact of tourism):</p> <ul style="list-style-type: none"> <li>• Visitor figures and visitor spend</li> <li>• Visitor survey (impressions of the area, etc) - seafront and town centre</li> </ul> <p>Understanding and value of heritage (HE local community survey - understanding, valuing, caring and enjoying):</p> <ul style="list-style-type: none"> <li>• Perception of local heritage</li> <li>• Heritage community events</li> <li>• Volunteers involved in heritage</li> <li>• Heritage organisations</li> </ul>
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	<p>The baseline study will also include a photographic record of buildings, streets and spaces within the HAZ to aid future monitoring and enforcement.</p> <p>Furthermore Historic England will carry out a project baseline community survey and local authority survey, which they will carry out again at the end of the project and use in their evaluation.</p>		
Project Lead	Economic Regeneration Officer, WDC		
Lead Organisation Contact	Economic Regeneration Manager, WDC		
Partner Organisations Contact:	Chair, Lowestoft Vision Heritage at Risk Principal, Historic England Chair & Architecture Consultant ES Buildings Preservation Trust (Listed buildings and Buildings at Risk data) Private Sector Housing Team, WDC Economic Development Officer, WDC HAZ Programme Manager, WDC		
Budget	HE £0	LA* £0	100 WDC staff days
Start Date	01/06/2018		
End Date	30/11/2018		
Final Sign off (Programme Lead)			Date:


Description of Project	<p>Project name: <b>Lowestoft deepening our understanding</b></p> <p>The research projects will be undertaken early in the HAZ programme (Year 1 and Year 2) as they will inform all of the other projects in some form.</p> <ol style="list-style-type: none"> <li>1. A landscape study of the northern part of the HAZ (Bellevue, Sparrow’s Nest, Arnold’s Bequest, North Denes Caravan Park, and the East of England Park). A more complete understanding of the development of the area will be achieved through a combination of aerial investigation and mapping, field survey, map regression and historical research. In particular, the project will aim to discover former garden layouts, to inform future restoration and development proposals.</li> <li>2. 314-329 Whapload Road. Historic England Research Reports will draw out the significance of this collection of former smoke houses and net stores at the bottom of the Scores. This will inform future development, especially where buildings are being converted to residential use. Much of this area on the lower levels has been lost to flooding, slum clearances, and industrial development over the years, making this set of buildings particularly important to the overall story of Lowestoft and the HAZ. The research will also support the Buildings at Risk strategy which has identified two buildings within this area for further feasibility studies to bring them back into use.</li> <li>3. Old Score. A short report will be produced on the original alignment of the old score to support feasibility of its reinstatement.</li> <li>4. Shopfronts. Research will be carried out on the High Street shop street-level frontages to understand their historic appearance. The purpose of this is twofold: it will inform the HAZ Design Guide which will give guidance to owners, developers, and planners, on preserving shop frontages where buildings are converted into residential use; and it will support owners in restoring or replacing retail frontages by using traditional materials and historic designs, which could be backed by a conservation area grant (see PSiCA).</li> <li>5. Chemist’s Shop, 59 High Street. A Historic England Research Report will be produced on a particularly well-preserved chemist’s shop, which retains most of its original fittings.</li> </ol> 
Project Lead:	Historic Places Investigation Team East Manager
Lead Organisation Contact	Historic Places Investigation Team East Manager
Partner Organisations Contact:	Senior Design and Conservation Officer, WDC Chair & Trustee, ESBPT


	Lowestoft Town Council			
Budget	HE £TBC	LA £	510 HE staff days.	
Start Date	01/05/2018			
End Date	31/03/2020 but on-going contributions to outreach			
Final Sign off (Programme Lead)			Date:	

<p>Description of Project</p>	<p><b>Project name: Listing</b></p> <p><b>National Listing</b></p> <p>Initial work undertaken as part of the Conservation Area Appraisal and HAZ application form identified buildings and structures that need further investigation for possible statutory listing. There is a need for Listing Group support in regard to poor and problematic List descriptions. The listing project will therefore look at:</p> <p>Phase 1: (year 1)</p> <ul style="list-style-type: none"> <li>• Updating List descriptions Town Hall and 317 Whapload Road</li> <li>• Assess possible listing -</li> <li>• 329 Whapload Road (supported by work of the Research project)</li> </ul>  <p>Phase 2: (year 1)</p> <ul style="list-style-type: none"> <li>• 7 further List descriptions updates identified</li> <li>• 8 further possible assessments for listing</li> </ul> <p>Phase 3 (year 2)</p> <ul style="list-style-type: none"> <li>• Any additional listing work arising from the Research project, including a possible marine element.</li> <li>• Community activity on Enriching the List (national initiative voluntary information and mages by the public, including schools)</li> </ul> <p>The outcome of the listing project will be a “model for upgrading the list” which can be then taken and used elsewhere in the district.</p> <p>Resource at HE include: TL, Project lead, Coordinators, and Listing Information Services, as well as staff not regionally based, (notably Head of Listing Advice), and the Listing Group Programme Manager.</p> <p><b>Local Listing (year 2)</b></p> <p>In addition Waveney District Council will look to increase the local list to not just include buildings but all other asset types (HE advice and research work will inform the local list, but this will be led by Waveney District Council.</p>
<p>Project Lead:</p>	<p>Listing Team Leader Senior Design and Conservation Officer, WDC (Local)</p>
<p>Lead Organisation Contact</p>	<p>Listing Team Leader Senior Design and Conservation Officer, WDC (Local)</p>
<p>Partner Organisations Contact:</p>	<p>Chair &amp; Architecture Consultant ES Buildings Preservation Trust (Conservation Area Appraisal) Senior Design and Conservation Officer, WDC Cllr Lowestoft Town Council (Town Hall)</p>



	Chair/ Trustee, East Suffolk Building Preservation Trust			
Budget	HE £	LA £	In kind costs	142 HE Staff days Year 1 100 WD Staff days Year 2
Start Date	Phase 1: 01/10/2018			
End Date	03/03/2019			
Final Sign off (Programme Lead)			Date:	

Description of Project	<p>Project name: <b>Policy</b></p> <p>This project focuses upon policy, planning and vision work of the HAZ. This will include:</p> <ul style="list-style-type: none"> <li>• Conservation Area Appraisal and Management Plan (year 1)</li> <li>• Town Centre Vision - wider master plan for the Lowestoft including connectivity issues linked to the HAZ (years 1- 2)</li> <li>• HAZ Design Guide for new developments (and shop front guidance for residential conversions) (year 2)</li> <li>• Potential development of a Neighbourhood Plan (including HE support and training) (years 1-3)</li> <li>• Buildings at Risk Policy (including an enforcement and remediation strategy, detailed survey of building condition and occupancy) (year 1)</li> </ul> 			
Project Lead:	<p>Senior Design and Conservation Officer, WDC , (Conservation Area Appraisal &amp; Design Guide)  Regeneration Manager, WDC (Town Centre Vision)  Cllr, Lowestoft Town Council (Neighbourhood Plan)  HAZ Programme Manager (BAR policy)</p>			
Lead Organisation Contact	<p>Economic Regeneration Manager, WDC</p>			
Partner Organisations Contact:	<p>Chair &amp; Architecture Consultant ES Buildings Preservation Trust (Conservation Area Appraisal)  Chair/Trustee, East Suffolk Buildings Preservation Trust – (BAR and advisory on Design Guide)  Principal Adviser, Historic England (Planning)  Heritage at risk Principal, Historic England (Heritage at Risk)  Historic Places Adviser  Housing Programme Manager, WDC  Planning Policy, WDC</p>			
Budget	HE £	LA £60k	LTC £15k	WDC 200 days+
Start Date	03/05/2018			
End Date	31/03/2021			
Final Sign off (Programme Lead)				Date:


<p>Description of Project</p>	<p>Project name: <b>Renovation Grants</b></p> <p>This is essentially two funding schemes (Partnership Scheme in Conservation Area and the Housing Renovation Grant) that will be aligned to offer owners an opportunity to upgrade their property, making them more attractive and more efficient. There will be a single point of contact for the initial assessment and depending on the nature of the works they will be directed to the appropriate scheme and where there is funding eligibility for both we will look to align the works for efficiency and ease of contracting.</p> <p>The project lead will also signpost property owners and tenants to other forms of assistance such as: the <b>Bee Anglia project</b>, which funds the capital costs of energy saving measures in retail and other businesses; the <b>WDC economic development support scheme</b> who will support businesses in the area.</p> <p><b>Partnership Scheme in Conservation Areas (PSiCA)</b></p> <p>The PSiCA will be focused on the historic High Street area, helping to reverse the evident decline and enhancing the historic character of the area. It will support the town centre retail and leisure vibrancy and helps to ensure upper floors are brought back into optimum use.</p>  <p>The main aim of the scheme will be to help secure the future of the area by getting tenants and owners to invest and to stimulate self-sustaining regeneration.</p> <p>The emphasis will be on:</p> <ol style="list-style-type: none"> <li>i. Building repairs to the external fabric of the building (contributing to the historic interest of the area) such as reroofing, window repairs, pointing or structural stabilisation. <i>Where appropriate this will be delivered jointly with the private sector housing team, who are targeting properties in the area to meet the Decent Homes Standards.</i></li> <li>ii. The repair and/or authentic reinstatement of external decorative features that have been lost from historic buildings and their settings.</li> <li>iii. The reinstatement of traditional shop fronts and signage.</li> <li>iv. The repair and reinstatement of the public realm, where this would significantly improve the conservation area and help to reinforce the commercial attractiveness and local distinctiveness of an area.</li> </ol> <p><i>Historic England grant support is required for this scheme</i></p> <p><b>Housing Renovation Grant</b></p> <p>This is a scheme focused on the worst areas for housing and supports working with communities to make their housing safer and securing the supply of existing housing to help meet local demand. This scheme will be able to provide a delegated grant programme for up to 50 units. Tackling poor housing potentially addresses the issue of long term empty homes and delivering the Housing and Health Charter.</p>
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	<p>Where new windows or other external improvements are identified the applicant will be directed to the most appropriate funding - PSiCA or Housing Renovation Grant.</p> <p>Waveney's Private Sector Housing Team and the HAZ will appoint an apprentice to support the work of both schemes. <i>(Waveney District Council funding is already committed for this scheme).</i></p>		
Project Lead:	HAZ Programme Manager, WDC Housing Manager, WDC		
Lead Organisation Contact	HAZ Programme Manager, WDC Senior Conservation and Design Officer, WDC Planning and Enforcement Officer, WDC Funding Manager WDC WDC Economic Development Officer Apprentice, WDC		
Partner Organisations Contact:	Historic Places Adviser HE Chair/ BID Manager, Lowestoft Vision		
Budget	HE £150k	LA £150k (PSiCA) £100k (housing renovation)	Private Sector £150k (PSiCA) £100k+ (housing)
Start Date	01/05/2018 <i>(housing renovation will commence in year 1, but PSiCA will start 01/04/2019 and will run for 5 years (31/03/2024)(beyond lifetime of HAZ)</i>		
End Date	31/03/2023		
Final Sign off (Programme Lead)			


Description of Project	<p>Project name: <b>Buildings at Risk Delivery Plan</b></p> <p>WDC maintains a Buildings at Risk (BAR) register, which forms part of the Suffolk wide BAR register. This provides details of listed buildings known to be at risk through neglect and decay, or vulnerable to becoming so. In 2017 as part of the new North Lowestoft Conservation Area Appraisal WDC commissioned a new review of proposed buildings at risk (i.e. empty properties without defined end use) within the area.</p> <p>Having identified 21 empty/ at risk buildings (not yet included on the Suffolk Register) the HAZ Partnership will ensure that a Delivery Plan (enforcement &amp; remediation strategy), overseen by a Steering Group, is put in place to ensure that the majority of the buildings are taken off the at risk register during the lifetime of the scheme. A number of solutions will be investigated:</p> <ul style="list-style-type: none"> <li>• Those in private ownership with a willing owner could be supported through the PSiCA, Housing Renovation or other funding</li> <li>• For unwilling owners a plan of enforcement (including Urgent Works Notices and Repairs Notices), underwriting of urgent repairs to ensure their removal within the following three years.</li> <li>• Those requiring further support - funding for feasibility/options appraisals (target 3-5).</li> <li>• WDC to investigate investment into those buildings that have potential for conversion to housing. (Feasibility studies for these can be undertaken by the Housing Programme Manager.) Purchase and development of these schemes would be made on a case by case basis, and have the potential to be funded through the Council's Housing Revenue Account.</li> </ul>		
Project Lead:	HAZ Programme Manager, WDC		
Lead Organisation Contact	HAZ Programme Manager, WDC		
Partner Organisations Contact:	Heritage at Risk Principal, Historic England Principal Inspector of Historic Buildings and Areas, Historic England Senior Conservation Officer, WDC Planning & Enforcement Officer , WDC Housing Programme Manager, WDC Chair/Trustee, ESBPT Legal Advice - Historic England and WDC		
Budget	HE £100k*	LA £TBC**	<i>*indicative budget for feasibility studies, urgent works and direct grants. Note that housing feasibility studies can be done in-house by WDC and this will be a contribution in kind. c 150 hours</i> <i>**LA contribution will be on basis</i>




			<i>of appraisal of sites for conversion to housing from HRA budget.</i>
Start Date	01/10/2018		
End Date	31/03/2023		
Final Sign off (Programme Lead)			Date:


Description of Project	<p><b>Project Name: Lowestoft Town Hall</b></p> <p>The Grade II listed Town Hall was has been empty since it was vacated by Waveney District Council in 2015, and is now owned by the newly formed Lowestoft Town Council, who is undertaking community consultation on the future potential uses for the building.</p>  <p>Immediate actions for the Town Hall include:</p> <ol style="list-style-type: none"> <li>1. Listing assessment - picked up under the Listing project</li> <li>2. Survey and urgent repairs - application to Historic England for a Project Development Grant (to assess the immediate repairs required to prevent the building from deteriorating), and a Repairs Grant. <i>(Note this will commence in March/April 2018 and will be in addition to the funding set out in the HAZ application)</i></li> <li>3. Options assessment - with support from the Architectural Heritage Fund.</li> </ol> <p>Medium/Longer term: The Town Hall will be put forward for adding to the SCC List along with any other Listed at risk structures identified by as part of the appraisal work.</p> <p>Lowestoft Town Council will work with the ESBPT, Historic England and other partners on the design and planning, and renovation works to bring the building back into economic use. External funding would be sought for this.</p>			
Project Lead:	Town Clerk, Lowestoft Town Council			
Lead Organisation Contact	Town Clerk, Lowestoft Town Council			
Partner Organisations Contact:	Chair/Trustee - ESBPT Heritage at Risk Principal, Historic England Principal Inspector of Historic Buildings and Areas Historic England Funding Manager, WDC HAZ Programme Manager.			
Budget	HE £TBC	LTC £TBC	AHF £TBC (poss. £10 000 for feasibility)	Potential External Funding Sources: AHF, HLF
Start Date	03/05/2018 (listing, and feasibility study will start in 2018)			
End Date	31/03/2023			
Final Sign off (Programme Lead)				




Description of Project	<p>Project name: <b>New Housing Developments</b></p> <p>This project will seek to identify new brownfield development sites within the HAZ, including land already owned by WDC and other opportunities, where the Council can purchase sites to deliver new homes, which provide a balanced mix of tenures and are built to standards set out in the Design Guide.</p>  <p><i>(Note that the Town Centre Vision will help identify sites that are suitable for housing, and this could also link to the Neighbourhood Plan).</i></p>		
Project Lead:	Housing Development Manager, WDC		
Lead Organisation Contact	HAZ Programme Manager, WDC Housing Development Manager, WDC		
Partner Organisations Contact:	Principal Inspector of Historic Buildings and Areas, Historic England Planning and Enforcement Officer, WDC Town Clerk, Lowestoft Town Council		
Budget	HE £	LA £*	<i>*Funding for purchase and development will be from the Housing Revenue Account, with potential for grant funding support from HCA.</i>
Start Date	01/04/2019		
End Date	31/03/2023		
Final Sign Off (Programme Lead)			

Description of Project	<p><b>Project name: Community Engagement</b></p> <p>This project will provide the framework for involving the community in the Heritage Action Zone project. This will ensure that throughout the project the HAZ is meeting the objectives and HE national indicators around capacity building – which include events held, volunteers, training, and dissemination activities.</p> <p>Some of the projects will already be addressing this, i.e. the PSiCA will be promoting the commercial benefits of historic reinstatement through landlords’ events, encouraging local businesses to be custodians of their historic environment, and potentially improving the skills of local contractors. Also the Policy projects will include training for planning officers on councillors on the historic environment.</p> <p>However, in order to ensure there is added value and long term sustainability of the HAZ area, in the first year of the project the HAZ will employ a graduate apprentice who will develop a full community engagement plan, making sure that the programme ties in with other projects that encourage the understanding, value and enjoyment of heritage, and developing new projects that meet the aims of the Partner organisations and deliver the outputs set out in the Delivery Plan.</p> <p>This could include:</p> <ul style="list-style-type: none"> <li>• Heritage education programme - schools support</li> <li>• Public lectures and displays based on the project research reports</li> <li>• Enriching the list training</li> <li>• Collaboration with Heritage Open Days and Making Waves Together event</li> <li>• Community engagement to explain the benefit of HAZ and looking beyond HAZ</li> <li>• Skills training for volunteers</li> <li>• Volunteer schemes aimed at young people</li> <li>• Collaboration with the local museums and heritage groups</li> </ul> 
Project Lead:	HAZ Programme Manager, WDC
Lead Organisation Contact	HAZ Programme Manager, WDC
Partner Organisations Contact:	HAZ Apprentice, WDC Cllr and Deputy Cllr, LTC MWT Great Places Project and Cultural Capacity Coordinator Museums Officer, SCC Principal Adviser, Historic Places Listings Manager, HE, Enriching the List Local Heritage Education Manager (for Heritage Schools) Suffolk County Council Archives Additional:

	Access Community Trust, Heritage Centre, Museums			
Budget	HE £2,383	LA (apprentice costs + 100+ staff hours)	Private Developer	Other funding £30,000
Start Date	01/05/2018			
End Date	30/04/2023			
Final Sign off (Programme Lead)				

Description of Project	<p>Project name: <b>Connectivity</b></p> <ol style="list-style-type: none"> <li>1. Town Centre Vision - The Town Centre Vision masterplan will include the need to improve access and connectivity throughout the Town Centre and within the Heritage Action Zone this will include: <ul style="list-style-type: none"> <li>• Improved west-east pedestrian permeability from Crown Street West to the High Street</li> <li>• Improved access to the town centre and car parks</li> <li>• Improved permeability between High Street and London Road North.</li> <li>• Improved access from the High Street to the Whapload Road and the East of England Park (including re-opening of an old score)</li> <li>• Other access improvements based on outcome of Town Centre Vision and further developments with SCC Highways</li> </ul> </li> </ol>  <ol style="list-style-type: none"> <li>2. <b>Re-opening of the old Score/creating new Score</b> Based on the outcome of the Research project this will further assess the feasibility of reopening of an original score, looking at land ownership and whether this can be incorporated as part of the redevelopment of land on Whapload Road.</li> <li>3. <b>Restoration of Scores and High Street Public Realm</b> A new project (December 2018), to masterplan and implement restoration of the Scores and High Street Public Realm</li> </ol>			
Project Lead:	HAZ Programme Manager, WDC			
Lead Organisation Contact	HAZ Programme Manager, WDC			
Partner Organisations Contact:	Chair, Lowestoft Vision Planning Policy, WDC Planning and Enforcement Officer, WDC Principal Inspector of Historic Buildings and Areas, Historic England Town Clerk, Lowestoft Town Council Chair/Trustee, ESPT MWT, Great Places Project and Cultural Capacity Coordinator TBC Suffolk County Highways			
Budget	HE	LA £	Private Developer	Other funding £20k
Start Date	01/04/2019			
End Date	31/03/2021			

Final Sign off (Programme Lead)	

Description of Project	<p><b>Project name: Redevelopment of the Triangle Market</b></p> <p>It is the ambition of both Lowestoft Town Council and Lowestoft Vision (BID) to re-introduce a new market into the Triangle Market. The Retail and Leisure Needs Assessment (2016) identified the site as an area for potential retail-led development, along with adjacent sites which could provide an anchor for the High Street’s shopping offer. It is agreed that there is potential to reimagine and provide a viable street market and/or indoor market in this area to help draw more visitor numbers and generate increased footfall. The area could also offer the opportunity to provide an attractive events space, within a high quality environment.</p>  <p>As an interim measure (within 2018) the project will grow the current market provision, and in the longer term it will re-establish a permanent weekly street market.</p> <p>In order to do this the project will investigate a more detailed assessment of the area (supported by the Town Centre Vision/masterplan), including options for the long term future and a review of its potential to incorporate other adjacent buildings and to provide a market that would support the vitality and viability of the area. The project aims to carry out public realm improvements such as street furniture and look at solutions for ‘fly-parking’.</p>		
Project Lead	Town Clerk, Lowestoft Town Council		
Lead Organisation Contact	Town Clerk, Lowestoft Town Council		
Partner Organisations Contact:	Chair, Lowestoft Vision Heritage at Risk Principal, Historic England Historic Places Adviser, HE Senior Design and Conservation Officer, WDC Economic Development Officer, WDC HAZ Programme Manager Regeneration Manager, WDC		
Budget	HE £	LA £	LTC £TBC
Start Date	01/05/2018		
End Date			

Final Sign off (Programme Lead)	
Description of Project	<p><b>Project Name: East of England Park (Lowestoft Ness Regeneration Scheme)</b></p> <p>The Lowestoft Ness Regeneration Scheme (East of England Park project) aims to create a visitor destination that celebrates the culture and heritage of its location. It will transform a currently semi-derelict green space and seafront promenade into an events and cultural heritage space.</p> <p>The project will achieve economic growth through increasing footfall and tourism in the area. There will be a significant improvement in this North Lowestoft area linking the High Street, the Scores, the East of England Park and Ness Point. The project will improve access, knowledge, participation and enjoyment of the area and its unique maritime heritage</p> <p>2.2 The Lowestoft Ness Regeneration Scheme will:</p> <ul style="list-style-type: none"> <li>• Bring the landscape of the old beach village back to life, with images of archive photos, digitalised documents and footage exploring themes such as the fishing trade and aspects of the sea.</li> <li>• Entrance points will be installed and way finders to promote and increase public access.</li> <li>• The net drying racks and other maritime objects will be restored.</li> <li>• The North Beach Promenade will be improved and the green space will be used for a range of activities and events to attract visitors to the area.</li> <li>• The heritage and environment of the area will be used to maximise its potential for tourism.</li> <li>• The project will maximise the potential of the fact that it links to Ness Point – the most easterly point.</li> <li>• As people visit the area they will be able to use facilities such as those at Sparrows Nest Gardens.</li> </ul> <p>The project will take into account wider linkages and connectivity of other key locations around the town importantly this scheme links into the Heritage Action Zone, linking into the regeneration of the Scores area and the historic High street to promote economic growth to the area and attract investment into a re-imagined heritage quarter.</p>
Project Lead:	Head of Service Economic Regeneration and Development, East Suffolk Councils
Lead Organisation Contact (if different from above)	Project Officer, WDC EDR
Partner Organisations	LTC Cllr and Chair of EoE Park Steering Group

Contact:	Town Clerk – LTC Project Manager, Concertus HAZ Programme Manager Regeneration Manager WDC Regeneration Project Manager WDC		
Budget	HE £	LA £ 980 000 (externally funded CCF)	In Kind – WDC Staff resource 100+ days
Start Date			
End Date	31.12.2019		
Final Sign off (Programme Lead)			

Description of Project	Project Name: <b>Project Evaluation</b>  The evaluation of the project will be based on the indicators identified at the outset of the project and the parameters set out in the Project Baseline at the start of the project (see page 20). The Monitoring and Evaluation Timetable (see page 35) will be adhered to.		
Project Lead:	HAZ Programme Manager, WDC		
Lead Organisation Contact (if different from above)	HAZ Programme Manager, WDC		
Partner Organisations Contact:	Heritage at Risk Principal, Historic England Principal Adviser, Historic Places Senior Design and Conservation Officer, WDC Economic Regeneration Manager, WDC		
Budget	HE £	LA £	In Kind – WDC Staff resource 100+ days
Start Date	01/05/2018		
End Date	31/03/23		
Final Sign off (Programme Lead)			



## Communications and review

How the Partnership communicates with each other and reviews the programme is set out in the Partnership section and the Memorandum of Understanding. Full details as to how the Programme is communicated to external partners and interested parties are covered in the Communications Plan (Appendix B).

The Communication Plan sets out the:

1. Communications Strategy
2. Activity Plan - Details of all communications activities, timescales and responsibilities, to support the programme. This will be updated and reviewed by at Delivery Group and Partnership Team meetings.
3. Communications Protocols - Sign off and all other procedures involved in the delivery of all communications associated with the programme

### **The objectives are:**

- To provide relevant, accurate, and consistent information to project stakeholders and other appropriate audiences.
- To keep stakeholders up-to-date with all activities at key points and help build further support and interest across the whole of the programme.
- To detail the overall progress of the HAZ programme, and the projects within it.
- To encourage even more people to see the HAZ as a positive development for Lowestoft, to highlight its aims, and to raise awareness of the town's rich and varied heritage assets and their contribution to community development and economic growth.
- To raise the profile of Lowestoft and help mitigate against negative perceptions
- To help engage the community, and where applicable to recruit volunteers, to take part in the HAZ initiatives and to emphasise the importance of community involvement.
- To promote and encourage the take up of grants on offer as part of the HAZ.
- To celebrate the project successes and to thank the funders Historic England, Waveney District Council and others as applicable.

### **The key audiences will be:**

- Local residents within the Heritage Action Zone and wider area
- Community groups, heritage groups and other interested parties
- Local businesses
- Local land owners and landlords
- Visitors/tourists
- Potential investors
- Local media
- National media
- Town, District and County Councillors
- Partners involved in related projects
- Funders
- Others identified in the stakeholder assessment

The communication protocols for all the Partners are set out in appendix B. They will be reviewed every six months by the partnership to assess their effectiveness and plan future developments.

The Partners have assigned a communications lead who will be the main point of contact for all communicated related activity in addition to a backup to allow for holidays, flexible working patterns, etc. These leads, one from each partner organisation, constitute the core communications team.

Each communications lead will be responsible for coordinating information and approvals from within their own organisation.

	<b>Communications Lead</b>
Historic England	Principal Adviser
Waveney District Council	Communications Manager
Lowestoft Town Council	Town Clerk, Lowestoft Town Council
East Suffolk Building Preservation Trust	Chair of ESBPT
Lowestoft Vision	Chair of Lowestoft Vision

Contact: [economicregen@eastsoffolk.gov.uk](mailto:economicregen@eastsoffolk.gov.uk)

**Consistent Branding:**

A visual identity has been created for the Heritage Action Zones initiative which all Heritage Action Zone partners are required to use for communications to ensure a consistent look and feel. The guidelines and templates have been made available by Historic England for all partners to adhere to.

Example of the templates can be found at:

<http://brand.historicenglandservices.org.uk/d/acW2N7pFUM6s/brand-guidelines#/templates/heritage-action-zones>

All Partners will be named (and / or their logos used) in materials and collateral created.

## Monitoring and evaluation

It will be important to be able to objectively assess the impact of the HAZ on the HAZ area itself, the wider area, and the historic environment specifically. To do this a number of baseline data sets will be identified by the HAZ Partnership Team at the start of the project through the Baseline Study, which can then be tracked through the life of the HAZ and beyond. This will enable evaluation of the successes of the programme.

A Monitoring and Evaluation Timetable is set out below as part of the evaluation plan. The Partnership Team will oversee a number of monitoring activities including: collecting baseline profile data; distribution of surveys to partners and community members; and definition of HAZ outputs according to the HAZ monitoring indicators.

<b>Monitoring and evaluation timetable May 2018 - April 2023</b>		
Year 1	Develop and determine individual HAZ outputs and outcomes as part of delivery plan development	May 2018 – September 2018
	Baseline profile of HAZ a) Collect indicators of baseline position (including NHLE, HAR, conservation staff, Heritage Index ) b) Distribute a survey to local authorities c) Distribute a survey to community members	June 2018 – September 2018
	Agree HAZ monitoring indicators	September 2018
	Deliver Year 1 monitoring data	June 2019 – September 2019
Year 2	HAZ Year 1 Self Evaluations (after 1.5 years delivery)	November 2019
	Review Y2 Monitoring Indicators	April 2020
	Deliver Year 2 monitoring data	June 2020 – August 2020
Year 3	HAZ Year 2 Self Evaluations after (2.5 years of delivery)	November 2020
	Review Year 3 Monitoring Indicators	April 2021
	Review Year 3 Monitoring data	June 2021 – August 2021
Year 4	HAZ Year 3 Self Evaluations after (3.5 years of delivery)	November 2021
	Review Year 4 Monitoring Indicators	April 2022
	Review Year 4 Monitoring data	June 2022 – August 2022
Year 5	HAZ Year 4 Self Evaluations after (3.5 years of delivery)	November 2022
	Review Year 5 Monitoring Indicators	April 2023
	Review Year 5 Monitoring data	June 2023 – August 2023
	Completion surveys a) Collect indicators (including NHLE, HAR, conservation staff, Heritage Index etc) b) Distribute survey to Local Authorities c) Distribute survey to Community members	April 2023 – September 2023

## Budget

This section sets out the budget for the programme and the projects within it. It details who will be responsible for specific costs. Where detailed budget costs are not known an indication of costs likely to be incurred are given. A separate table provides information on ‘in-kind’ match through staff resource.

### Funding

#### Local Authority funding

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Policy Project: Conservation Appraisal Project Lead: Liz Martin (senior conservation officer)	5,000					5,000
Policy Project: Design Guide Project Lead: Liz Martin –Senior Conservation Officer		5,000				5,000
Policy Project: Town Centre Vision (including Connectivity Scores Project) Project Lead: Regeneration Manager	25,000					25,000
Programme Management: Apprentices Housing Programme Manager (expenses, training)	14,900 2,000	2,050	2,100	2,150	2,200	14,900 10,500
Housing Renovation Grants Project:	10,000	20,000 5,000	30,000 20,000	40,000 25,000	100,000* *years 5&6	100,000 150,000

PSiCA Delivery Project Lead: HAZ Programme Mgr					5= 40,000 6= 60,000	
Project: New Housing Development	TBC	TBC	TBC	TBC	TBC	*Depends on potential sites. Purchase /developmen t costs will be from Housing Revenue Account/pote ntial for external HCA funding
Project: Buildings at Risk Delivery Plan Project Lead: HAZ Programme Manager	TBC	TBC	TBC	TBC	TBC	LA contribution will be on basis of appraisal of sites for conversion to housing from Housing Revenue Account budget.
<b>TOTAL</b>						<b>310,400</b>

**Historic England funding**

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Programme Management: HAZ Programme Manager	27,098	54,982	56,069	57,178	58,310	253,637
Project: Building at Risk Delivery Plan – Feasibility	20,000	40,000	40,000			100,000
Renovation Grants Project: PSiCA Delivery Project Lead: HAZ Programme Mgr		5,000	20,000	25,000	100,000* *years 5&6 5= 40,000 6= 60,000	150,000
Community Engagement Project Project Lead: HAZ Programme Mgr		1,000	1,000	383		2,383
<b>TOTAL</b>						<b>506,020</b>

### Other sources of funding

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Housing Renovation		10,000	20,000	30,000	40,000	100,000*
Grants Project: PSiCA Delivery		5,000	20,000	25,000	100,000*	<i>currently shown as public/private 50/50 split, but could change.</i>
Potential Funder(s): Private Sector Match					*years 5&6 5= 40,000 6= 60,000	150,000
Project: Community Engagement (Funder tbc)		7,500	7,500	7,500	7,500	30,000* <i>this profiling will change as project is developed.</i>
Project: Triangle Market	TBC					
Potential Funder(s): LTC and external						
Project: Town Hall	TBC					
Project Lead:LTC						
Potential Funder (s): AHF, HLF,						
Project: Policy Neighbourhood Plan						
Funder(s); LTC	15,000					15,000
Project: Building at Risk Delivery	TBC					
Project: Renovation Grants	10,000	10,000				20,000
Business Support Package (WDC Retail support Scheme and BEE Anglia Project)						
<b>Total</b>						<b>315,000</b>



**Staff Time – In-Kind match resource**

	Yr 1		Yr 2		Yr 3		Yr 4		Yr 5		Total	
	% of role	Cost £	% of role	Cost £	% of role	Cost £	% of role	Cost £	% of role	Cost £	% of role	Cost £
Regeneration Manager	20	8205	20	8205	20	8205	20	8205	20	8205	20	41 025
Regeneration Officer	50	14037	50	14037	50	14037	50	14037	50	14037	50	70 185
Finance Officer (senior accountant)	5	1819	5	1819	5	1819	5	1819	5	1819	5	9095
Funding Manager	20	6339	20	6339	20	6339	20	6339	20	6339	20	31 695
Funding Officer	20	5640	20	5640	20	5640	20	5640	20	5640	20	28 200
Private Sector Housing Manager	10	3897	10	3897	10	3897	10	3897	10	3897	10	19 485
Housing intern – 100% 6 months											50	5000
Housing Programme Manager	10	4102	10	4102	10	4102	10	4102	10	4102	10	20 510
Senior design and conservation officer	20	6338	20	6338	20	6338	20	6338	20	6338	20	31 690
Planning Officer	10	2988	10	2998	10	2998	10	2998	10	2998	10	14 990
Communication Manager	5	1819	5	1819	5	1819	5	1819	5	1819	5	9095
Communication officer	5	650	5	650	5	650	5	650	5	650	5	3250
											<b>Total</b>	<b>284 220</b>

## Timeline

A Project Gantt Chart is attached to the Delivery Plan as an appendix A

<b>YEAR 1 2018/19</b>	Project Baseline Lowestoft deepening our understanding (Research) (Start) Listing Policy (Start) Building Renovation Grants - Housing Renovation Fund (Start) Buildings At Risk (BAR) - feasibility/options for key sites (Start) Lowestoft Town Hall repairs (Start) Community Engagement (End) Redevelopment of the Triangle Market (Start)
<b>YEAR 2 2019/20</b>	Lowestoft deepening our understanding (Research) (End) New Housing Developments (Start) Connectivity - inc re-opening of Old Score (Start) Partnership Scheme in Conservation Areas (PSiCA) (Start) Buildings At Risk (BAR) - feasibility/options for key sites (Cont)
<b>YEAR 3 2020/21</b>	<b>PSiCA (cont)</b> Buildings At Risk (BAR) - feasibility/options for key sites (Cont))
<b>YEAR 4 2021/22</b>	Policy (End) Connectivity - inc re-opening of Old Score (End) PSiCA (cont) Housing Renovation Fund (End)
<b>YEAR 5 2022/23</b>	Buildings at Risk Delivery Plan (End) Lowestoft Town Hall development (End) New Housing Developments (End) Community Engagement (End) PSiCA (cont) Project Evaluation
<b>Year 6 (post HAZ) 2023/24</b>	<i>Partnership Scheme in Conservation Areas (PSiCA) (End)</i> <i>PSiCA Evaluation</i>

## Risks

The risk log below sets out any risk to completion of the programme, especially those outside of its control. The risk log will be reviewed regularly by the Programme Manager, who will update the partnership on the risk log status.

Description of the Risk	Probability of the Risk occurring	Likely impact of the Risk	Agreed action(s) to avoid or reduce the impact or probability of this Risk	An estimate of time and cost for agreed countermeasures	HAZ Team member with responsibility for this Risk
Financial - delays in obtaining HE grants or drawing down funding.	Low	Medium	Protocols for funding applications agreed with HE.	TBC	Simon Buteux
Financial - projects unable to access other external grants/decreasing Lottery Funds, etc.	Medium	High	Work with partners and stakeholders to prioritise projects and jointly apply for funding.	TBC	Karen Staples
Stakeholders/Partners - disagreements and going outside the scope.	Medium	Medium	MOU in place to ensure process of dealing with disputes. Programme Manager will work with LTC and other partners 1-2 days per week to support them.	TBC	Simon Buteux Regeneration Manager
Political - changes to ward boundaries and elections in 2019 resulting in different local partners who may not be as supportive of the programme.	Low	Medium	Early engagement with wide range of stakeholders to ensure continued support.	TBC	CLlr Ladd CLlr Taylor CLlr Knight
Resources(staff) - Unable to recruit programme manager or other staff	Medium	High	Recruitment an early priority, ensure adequate advertising. Fill role internally on temporary basis if required or use consultancy support.	TBC	Regeneration Manager
Resources (staff) - key staff leave/lack of continuity & delays	Medium	Medium	Ensure adequate project management tools and processes used so Regen Team can step in and keep programme on track.	TBC	Regeneration Manager
Resources (money) - applicants do not take up grants (e.g. PSiCA)	Low	Medium	This may be a higher risk in the first year, but there is already sufficient	TBC	Programme Manager

			interest in the schemes. The HAZ will be advertised and there will be early engagement with potential applicants.		
Roles & responsibilities - lack of experience and skills within the team	Low	Medium	There are a range of skills across the Partnership so early meetings will identify where skills are needed. If the Programme Manager does not have sufficient conservation knowledge and this can not be provided in house.	TBC	Regeneration Manager
Environmental - weather impacts on surveys and capital projects	Low	Medium	This may become a higher risk later in the programme. Ensure all funding schemes are up and running early on in the programme.	TBC	Programme Manager
Communications - miscommunication of the scheme, and Partners having different objectives	Medium	Medium	Partners to agree Communications Plan and MOU, and communications update to be reviewed at the Partnership meetings.	TBC	Programme Manager

**Appendix A – Project Plan**

## **Appendix B - Communications Strategy and Action Plan**

The following elements are covered in this document:

1. Communications Strategy
  2. Activity Plan - Details of all communications activities, timescales and responsibilities, to support the programme
  3. Communications Protocols - Sign off and all other procedures involved in the delivery of all communications associated with the programme
- 

### **1. Communications Strategy**

#### **Background**

The Heritage Action Zone (HAZ) will help revive the town's historic heart by maximising the potential of historic assets and kick starting regeneration in and around the historic High Street, Scores and parks. It will bring buildings back into use as housing or retail spaces, and enhance the quality and connections of the historic streets and public spaces. It will improve the overall natural, historic and built environmental quality, making the area more attractive to residents, businesses, tourists and investors. It will ensure the removal of the North Lowestoft Conservation Area from the At Risk Register.

The Heritage Action Zone in north Lowestoft aims to:

- Research and communicate why the area is so important to the history of Lowestoft
- Bring vacant and 'at risk' historic buildings back into use
- Deliver new housing in the area
- Work with private sector landlords to fund the repair and reintroduction of historic features in buildings on the High Street
- Improve pedestrian access to the High Street
- Provide quality parks and spaces for the local community and visitors with cultural events to enjoy
- Support local businesses, including re-introducing a regular market

The HAZ will run for five years from May 2018 - March 2023.

It is overseen by a partnership including Waveney District Council, Historic England, Lowestoft Town Council, Lowestoft Vision (Business Improvement District and part of the Suffolk Chamber of Commerce) and the East Suffolk Building Preservation Trust.

Key assets within the HAZ include the Town Hall, the Triangle Market, the Scores, East of England Park, and Belle Vue Park.

The scheme will include a programme of activities with the local community to engender pride in place through the engagement in the heritage of the area.

## Communication objectives

- To provide relevant, accurate, and consistent information to project stakeholders and other appropriate audiences.
- To keep stakeholders up-to-date with all activities at key points and help build further support and interest across the whole of the programme.
- To monitor and communicate the overall progress of the HAZ programme, and the projects within it.
- To encourage even more people to see the HAZ as a positive development for Lowestoft, to highlight its aims, and to raise awareness of both town's rich and varied heritage assets and their contribution to community development and economic growth.
- To raise the profile Lowestoft and help mitigate against negative perceptions
- To help engage the community, and where applicable to recruit volunteers, to take part in the HAZ initiatives and to emphasise the importance of community involvement.
- To promote and encourage the take up of grants on offer as part of the HAZ.
- To celebrate the project successes and to thank the funders Historic England, Waveney District Council and others as applicable.

## Key Messages

1. Heritage Action Zones are a national programme launched by Historic England in early 2017 with the aim to unleash the power in England's historic environment to create economic growth and improve quality of life in villages, towns and cities. Historic England aim to do this with joint-working, grant funding and sharing their skills.
2. The North Lowestoft HAZ was announced in November 2017. It is a partnership scheme overseen by Historic England, Waveney District Council, Lowestoft Town Council, East Suffolk Building Preservation Trust and Lowestoft Vision.
3. The North Lowestoft HAZ includes some of the oldest parts of the town. This area was originally the main medieval settlement, grown around the fishing industry, with merchants' housing and commercial premises lining the High Street on the clifftop, whilst the buildings associated with fishing, such as net stores and workers cottages were on the lower ground area by the sea.
4. The project is largely funded with grants from Historic England, with further funding from Waveney District Council.

### Communications risks/challenges and mitigation:

The project encounters unforeseen delays/other issues that overshadow the positive key messages and mean stakeholders are not as receptive as they could be. If issues arise, communications will be undertaken to explain and manage the situation. The project partners are meeting regularly to discuss progress and highlight and address challenges that might emerge.
Political or other concerns overshadow/distort the key messages. To address this, the councils seek to involve relevant members and other key stakeholders in the oversight of the project and to ensure the relevant representatives are quoted in press releases.
Misunderstanding, rumour and speculation as to the facts undermines trust and ultimately how the messages are received by stakeholders. This can be addressed through effective and regular key messaging – ensuring the facts are made loud and clear in a timely manner.
Social media. Social media gives a public voice to a wider range of stakeholders, whose influence can be significant, both positively and negatively, for the Partners communications efforts. In some cases, this can be mitigated through the proactive use of social media

### Key Audiences and Message Delivery

Audience	Communications Channels
HAZ Partnership Team HAZ Programme Delivery Group	<ul style="list-style-type: none"> <li>• Monthly Highlight and other reports at meetings as agreed by the Team/Group</li> <li>• E-mails - e-mail group to be set up</li> <li>• Verbal updates at meetings, to be recorded in the minutes (and circulated to the group)</li> </ul>
Residents of local area Community Groups Local Businesses	<ul style="list-style-type: none"> <li>• Updates as appropriate to local groups</li> <li>• Use partner distribution lists to send relevant updates e.g. Lowestoft Vision, High Street Traders, Town Council</li> <li>• Explore the option for a HAZ newsletter.</li> </ul>
Local land owners & landlords	<ul style="list-style-type: none"> <li>• Stakeholder group and landlord breakfast meetings</li> <li>• Use partner distribution lists to send relevant updates</li> </ul>
Councillors - Lowestoft Town Council. WDC and SCC	<ul style="list-style-type: none"> <li>• Good communication with Cllrs - updates at briefing meetings</li> <li>• Regular and timely updates via email to all local members</li> </ul>
Heritage groups and other interested parties	<ul style="list-style-type: none"> <li>• Updates as appropriate to local groups</li> <li>• Use partner distribution lists to send relevant updates</li> </ul>
Local and national media	<ul style="list-style-type: none"> <li>• Proactive press releases as appropriate</li> <li>• Keeping local journalists updated on the programme</li> </ul>
Social media - all audiences	<ul style="list-style-type: none"> <li>• Use of existing WDC/HE/other partners' LinkedIn/Twitter/Facebook/Instagram accounts to post updates as necessary.</li> </ul>



## 2. Communications Activity Plan

Date	Event/Action	Communication Channel	Audience	Responsibility	Comments
April 2018	WDC Cabinet report			Communications Manager/Regeneration Manager	Need to discuss with local journalists that press release does not go out until MOU signing - see below
w/c 14 May 2018	Official launch of HAZ- business breakfast - 18 <sup>th</sup> May	Press release, social media	All	Communications Manager WDC/Historic England	Media launch w/c 14 May. Press invited to event.
May/June	Town Hall grant	Press release, social media	All	Lowestoft Town Council/Historic England	Depending on successful outcome, but no release before funding confirmed.
May 2018	Landlords event	Social media/Linked in	Businesses and Landlords	Regeneration Manager/Housing Manager WDC	Possibly part of media launch if held on 18 May
May 2018	Recruitment of HAZ coordinator	LinkedIn, etc		HE / Regeneration Manager	
June 2018	Local history groups event	Social media	All	Lowestoft Town Council	
June 2018	Watertight Words Display in Town Hall	Press release, social media	Local community	Great Places and Cultural Capacity Coordinator/Communications Manager	Needs to tie in with information on Town Hall and other projects.
June 2018	HAZ overview - information on launch and next steps	In Touch residents magazine	Waveney residents	Regeneration Manager/Communications Manager	
June - Sept 2018	Research surveys	Social media Community newsletter?	All	Heritage at Risk Principal, Historic England/Regeneration Manager	
Aug/Sept	Appointment of Manager	Social media	All	Communication Manager	

Sept 2018	Heritage Open Days & Research updates	Press release/In Touch/social media	All	Lowestoft Town Council/HAZ Manager/Great Places and Cultural Capacity Coordinator	Links to Making Waves Together
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### **3. Communications Protocols**

This sets out the agreed communication protocols to be established jointly for all the Partners.

#### **Aims**

- To ensure clear and consistent messages are delivered.
- To equip spokespeople with the information they need to deliver these messages.
- To effectively manage the reputations of all the Partners.
- To increase public awareness of the HAZ, and the benefits it brings
- To manage proactive communications, especially media relations.
- To manage communications for internal audiences - staff, councillors, senior officers.

These protocols form part of the wider communications strategy. It is recommended that the protocols be reviewed every six months by both organisations to assess their effectiveness and plan future developments.

#### **Traditional Media Releases**

For proactive media releases to local, national, and specialist media the following will apply.

- The date and timing of the release of proactive announcements to the media will be jointly agreed by Historic England and all Partners.
- Neither Historic England nor Partners may offer story advances or exclusives to reporters with prior approval / agreement with the other partners.
- All press releases will include a quote from Historic England and Waveney District Council. All releases will list the organisations included in the wider partnership.
- An agreed format for joint press releases, including a header, and contact details at the end (see consistent branding section)
- To fit within existing media protocols for organisation. Joint press releases will have each set of contact details, as required by each organisation, and - where practicable - be issued to all Partners four hours before release to the media.
- All press releases need to be signed off Historic England's national media team ([communications@historicengland.org.uk](mailto:communications@historicengland.org.uk))

For media enquiries regarding the HAZ the following will apply.

All media queries to be referred to the communications staff at HE and WDC.

- Councillors and Partners are requested to inform the communications staff if they have commented to the media on programme matters.
- Responses will be prepared together where appropriate, and if time allows.
- Although media timings may mean that it is not possible for all parties to approve a response before it is issued, this should be aimed for.
- Councillors may be approached for a political perspective and will need to be briefed, which will be done by communications staff.
- Where a joint response is not necessary, or where it has not been possible to issue a joint release due to media deadlines etc, the final response will be emailed to the other Partners for information.

- Communications structures and contacts in each organisation to be shared.
- Key spokespeople (councillors and officers) contacts to be shared as well.
- Communications staff to ensure spokespeople are well briefed and know they may be called on for comment.

### Media Spokespeople

Historic England and Partners each have at least one approved spokespeople. See table below:

Approved spokespeople	Name
Historic England	Heritage at Risk Principal, Historic England
Waveney District Council	Cllr, WDC Cabinet Member, Heritage Champion
Lowestoft Town Council	Cllr, Lowestoft Town Council
East Suffolk Building Preservation Trust	Chair of ESBPT
Lowestoft Vision	Chair of Lowestoft Vision

Contact: [economicregen@eastsoffolk.gov.uk](mailto:economicregen@eastsoffolk.gov.uk)

### Sharing Information / materials

- Historic England and Partners will advise each other in advance of making any communication about the HAZ providing copies of prepared and /or material at least three working days in advance of their release or before they go to design/print for comment/ sign off.
- If material can not be easily changed (for example designed/ printed documents) these should be shared with the other Partners at proof (copy) stage.
- In instances where there is no forewarning of the communication (for example, a media enquiry), the partner involved will advise the other Partners of the communication immediately after the enquiry is made.

### Key Contacts

Historic England and Partners have assigned a communications lead who will be the main point of contact for all communicated related activity in addition to a backup to allow for holidays, flexible working patterns, etc.

These leads, one from each partner organisation, constitute the core communications team.

Each communications lead will be responsible for coordinating information and approvals from within their own organisation. To get in contact with one of these leads please contact **[economicregen@eastsoffolk.gov.uk](mailto:economicregen@eastsoffolk.gov.uk)**.

### **Consistent Branding**

- A visual identity has been created for the Heritage Action Zones initiative which all Heritage Action Zone partners are required to use for communications to ensure a consistent look and feel. The guidelines and templates have been made available by Historic England for all partners to adhere to. Example of the templates can be found at: <http://brand.historicenglandservices.org.uk/d/acW2N7pFUM6s/brand-guidelines#/templates/heritage-action-zones>
- All Partners will be named (and / or their logos used) in materials and collateral created.
- The wider Heritage Action Zone partners have been instructed to send draft versions of any material for the HAZ to Historic England and Waveney District Council communication leads for approval 7 days in advance of their proposed use or at draft stage.
- Historic England and Waveney District Council will then agree if material is suitable for publication and have full editing powers.