

Swaffham Masterplan Enhancement Scheme



High Street
Heritage
Action Zone



March 2022

Scan the QR code to hear 'A Poem for Swaffham', a co-written poem narrated by students from The Nicholas Hamond Academy in Swaffham.

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Client

Breckland Council and Historic England

Project Team

Urban Symbiotics

Fabrik

Quota Heritage

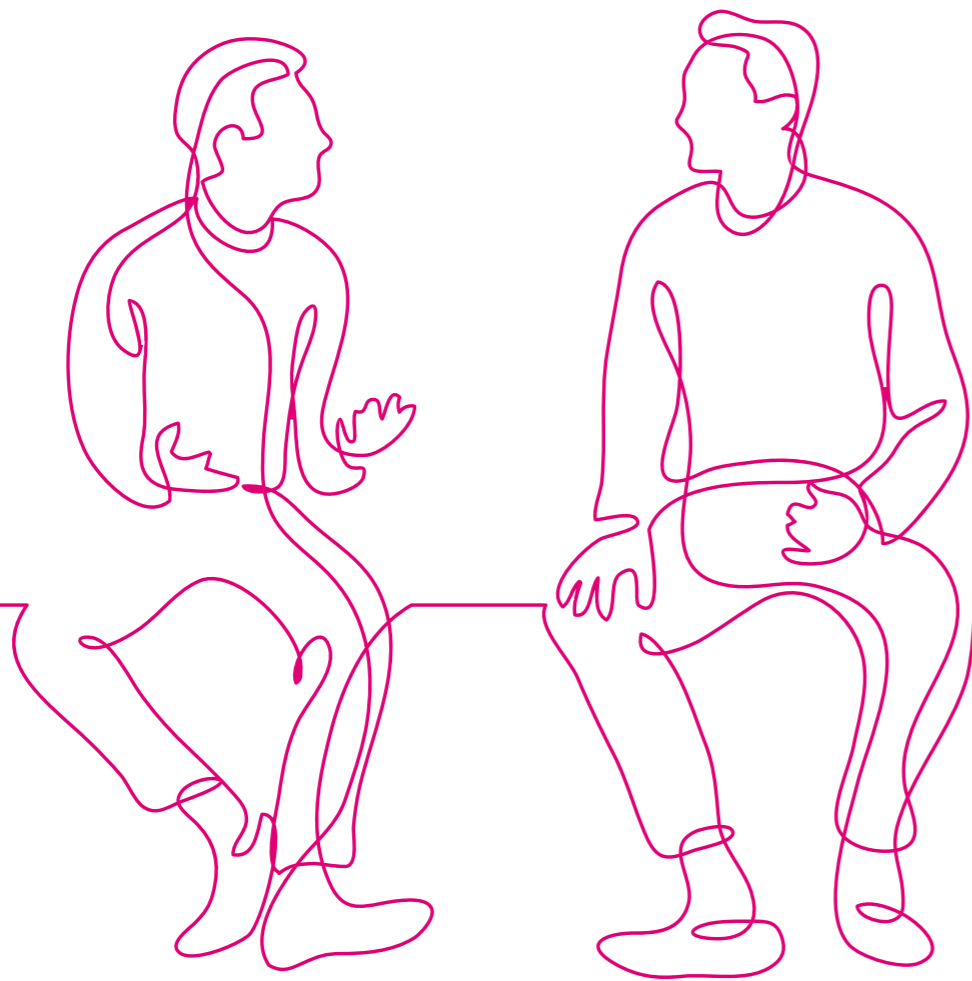
Momentum Transport

Stage 5 & Stage 6 Report

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INTRODUCTION



1.1 How to use this Document

1.1.1 Swaffham Improvement Plans

This project sits within a suite of projects to improve the future of Swaffham for its communities, residents and businesses. The following descriptions outline how this document fits amongst the following plans.

FUTURE BRECKLAND – SWAFFHAM TOWN DELIVERY PLAN

Highlights the overarching strategies for Swaffham within the context of all of the Breckland towns. It indicates a blueprint for the town’s future to deliver significant economic, social and environmental improvements through investment in the district’s five market towns and their rural hinterlands. The Swaffham town delivery plan covers high level town centre regeneration aims, advancements to education and skills, physical and digital infrastructure, business and enterprise, culture and heritage, sustainability and environment. This plan covers high-level town centre improvements only.

HSHAZ PROGRAMME

March 2021 saw the start of Historic England’s High Streets Heritage Action Zone (HSHAZ) programme in Swaffham.

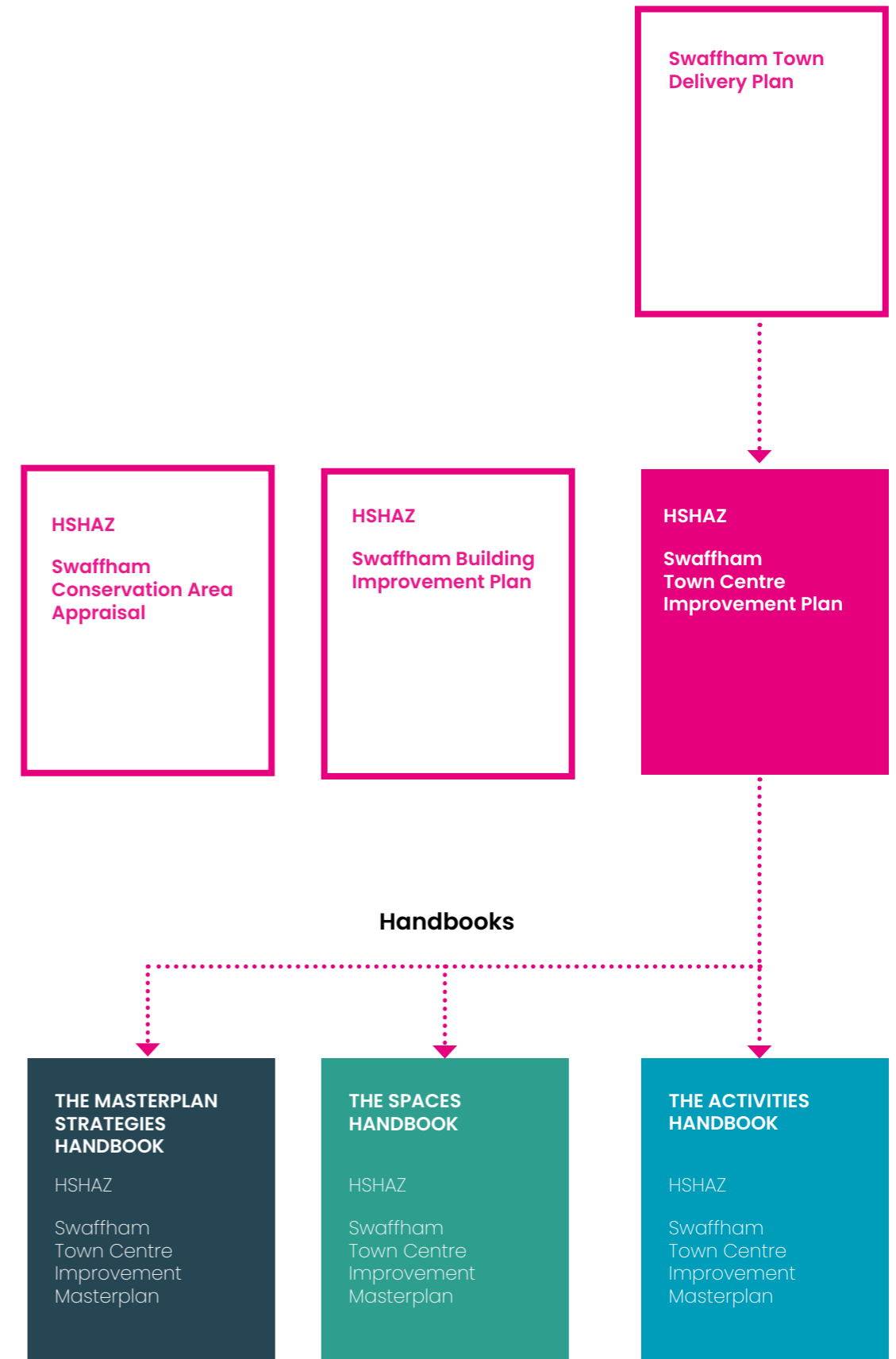
The HSHAZ programme aims to revive and champion historic high streets. It will revitalise Swaffham’s high street by maximising the potential of local character and heritage assets

The project includes:

- This document: the development of a Town Centre Improvement Masterplan by Urban Symbiotics.
- Reappraisal of the Swaffham Town Centre Conservation Area by Purcell Architecture.
- A Building Improvement Scheme, which is being delivered with the ‘Conservation Accredited’ Architect, Kings & Dunne Architects.

HIGH STREET HERITAGE ACTION ZONE (HSHAZ) – TOWN CENTRE IMPROVEMENT MASTERPLAN

This Town Centre Improvement Masterplan plan is part of the HSHAZ programme. It develops into more detail how the town centre could be physically improved, developing upon extensive engagement and co-design. It describes the underpinning community-led vision followed by a series of handbooks that describe the overarching masterplan and strategies, the physical changes suggested for individual key spaces in the town and a handbook on how to activate the area through events and mobile greening etc. temporarily. It tests and develops upon some, but not all, of the ambitions detailed in the Swaffham Town Delivery Plan. This document should be referred to for more specific changes to the townscape of Swaffham.



1.2 Introduction

1.2.1 Project Overview

Breckland Council has appointed Urban Symbiotics, a multi-disciplinary placemaking company alongside Fabrik Landscape Architects, Quota Heritage and Momentum Transport (in a limited advisory role), to prepare a Town Centre Masterplan for Swaffham, followed by the inclusion of the design and implementation of small-scale public realm enhancements.

Breckland Council is working with Historic England and Swaffham Town Council to deliver a High Street Heritage Action Zone (HSHAZ) within Swaffham.

High Street Heritage Action Zones are a flagship initiative delivered by Historic England on behalf of the Ministry of Housing, Communities, and Local Government (MHCLG) to help transform and revitalise historic town centres. The programme comprises an exciting and innovative array of projects to help safeguard and celebrate the town's heritage and use Swaffham's unique historic environment to revitalise the town centre.

This Masterplan enhancement scheme for Swaffham Town Centre is a crucial project within this Swaffham HSHAZ scope. Whilst out of this scope, the HSHAZ also includes improving historic properties and producing a conservation area appraisal that separate consultants will carry out.

The main objectives of the High Street Heritage Action Zone that this scope will aim to achieve will be to:

- Help transform and revitalise the historic town centre of Swaffham
- Help safeguard and celebrate the heritage of the town
- Use Swaffham's unique historic environment to revitalise the town centre

The masterplan will then set the framework for:

- Future interventions in Swaffham Town Centre
- A key community-led proposal that can support applications for future rounds of funding for town centre enhancements
- Identifying critical areas for enhancement that can be delivered via the HSHAZ programme, including funding for targeted small-scale enhancements within the lifetime of the HSHAZ programme.

This study's outputs are as follows:

The Understanding Swaffham document consisted of evidence gathering and research to understand the key issues, positive attributes, and opportunities to enhance Swaffham's town centre.

The Interactive Engagement and Co-Solving document, identified Swaffham's local and unique issues, concerns, and aspirations from a wide range of user groups and stakeholders. These insights have been filtered into themes to aid the development of a future vision and plan for Swaffham and used to develop the draft illustrative town centre concepts for a masterplan.

The Draft Illustrative Town Centre Masterplan Concepts report is where the conceptual Illustrative Town Centre Masterplan was developed. The insight gained from the first two stages was deciphered and collated to create the draft opportunities framework and guidance to cover both focussed areas in Swaffham Town Centre, alongside broader, high-level concepts.

This stage, consultation and the Final Illustrative Town Centre Masterplan includes further consultation and engagement, where final touches have been ironed out and addressed with different stakeholders. It has confirmed shared ownership of a vision among numerous parties before developing the masterplan in more detail alongside outlining priority projects for the delivery aspects of the project scope in this report.

The illustrative masterplan is underpinned by Historic England's five goals for public realm enhancement. This includes how Swaffham can provide:

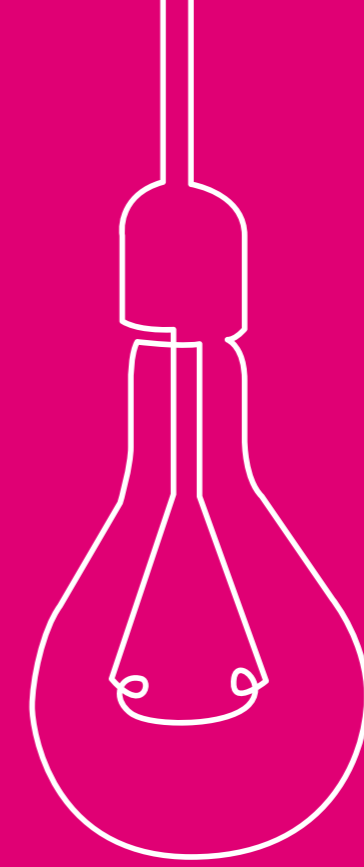
- An inclusive environment
- Create public safety and ease of movement
- Promote a healthy environment that supports our well-being and cohesion
- A high-quality environment
- Economic benefits.



2 The Vision

Collecting insights on the engagement wall at the Swaffham Christmas fair

2



THE **VISION**

2.1 Engagement Overview

2.1.1 Vision Derived from Engagement Overview

The engagement programme sought the ideas and opinions of a diverse cross-section of the community, making extra efforts to gain insights from communities and groups that may not have been heard in previous engagements. This included reaching out to age ranges that traditionally don't participate in engagement, such as children and mid to older teenagers.

The success of the outreach enabled us to gain over 900 unique insights, from existing issues and positive attributes to aspirations and ideas for the enhancement of Swaffham Town Centre. In addition to the comprehensive and in-depth community engagement results, we held conversations with businesses, community groups and internal stakeholders to delve further into some key concerns and conceptual propositions.

Co-design activities focussed on working with the young people of Swaffham as engagement suggested that youth activities and spaces were lacking.

We reached out to a broad demographic of groups that included the community from the surrounding new housing developments, groups focused on reducing social isolation and mother and baby groups, amongst others. Covid 19 restrictions hindered some of these, which we hope to re-engage with in the next delivery stage. We also held a drop-in session to ensure that most people and groups have the opportunity to share their views.

The following Town Centre Improvement Masterplan report outlines the findings from the above events, and the overarching themes and concepts developed to form the basis of the masterplan enhancement scheme.



A photograph of Swaffham Christmas market engagement stall

2.2 Engagement Overview

2.2.1 Engagement Summary Events

WIDE DEMOGRAPHIC CAPTURE: Swaffham Christmas Fair

The team hosted a stall as part of the Swaffham Christmas market on the 4th of December. The stall consisted of a fun activity for children related to the heritage of the town, using the history of Swaffham's sheep whilst connecting it to the season of Christmas festivities. This activity was an attractor to the stall that enabled the engagement team to inform people about the programme while conversing about the town centre. The community insights and ideas were recorded on the community conversations wall and later analysed.

YOUTH ENGAGEMENT: Girl Guides, Girl Rangers and Nicholas Hamond Academy

The youth engagement activities took the form of interactive insight focus groups with the Girl Guides and Rangers groups. This wide-ranging survey also gathered views from the Nicholas Hamond Academy alongside co-design activities and events.

Working directly with the Girl Guides and Rangers and with the senior leadership of Nicholas Hamond Academy has enabled engagement with a young population of Swaffham to be maximised. Insights and ideas have been recorded, digitised and analysed. The results amounted to in-depth focus groups with over 40 young people, with survey results from over 477 students between the ages of 11-16. A co-design activity with a selection of students across all year groups enabled the design of a 'Future Swaffham' from a youth perspective, alongside a workshop to create a 'Poem for Swaffham' in an attempt to give young people the chance to explore how they experience and are influenced by Swaffham's heritage.

THE CULTURAL CONSORTIUM

Engagement with the Cultural Consortium informed the objectives to enhance the public realm of the HSHAZ. To explore the opportunities to facilitate this significant cultural programme in the short and longer term future for Swaffham.

BUSINESS CONVERSATIONS

The team went door-to-door, visiting a selection of businesses within the town centre to explain the programme and have conversations with owners and operators. Names and contact details were also collected, and permission was requested to be added to the Urban Symbiotic stakeholder list. The conversations were recorded in note format and summarised in this report. The following stage will enable further businesses to be involved via an online drop-in to discuss the themes and concepts gained from the initial discussions.

INDIVIDUAL CONVERSATIONS: Community and Stakeholders

Numerous conversations were held with community groups and internal stakeholders to understand the requirements and experiences of those operating and planning for future change within the area of Swaffham Town Centre. Conversations were held with Historic England, Breckland Council (Breckland Executive team, Growth and Economic Team, Planning, Business Engagement, Climate, Asset Management, Highways etc.), Ward Members, Town Council and Norfolk County Council amongst others.

MASTERPLAN CONSULTATION & VALIDATION Community and Stakeholders

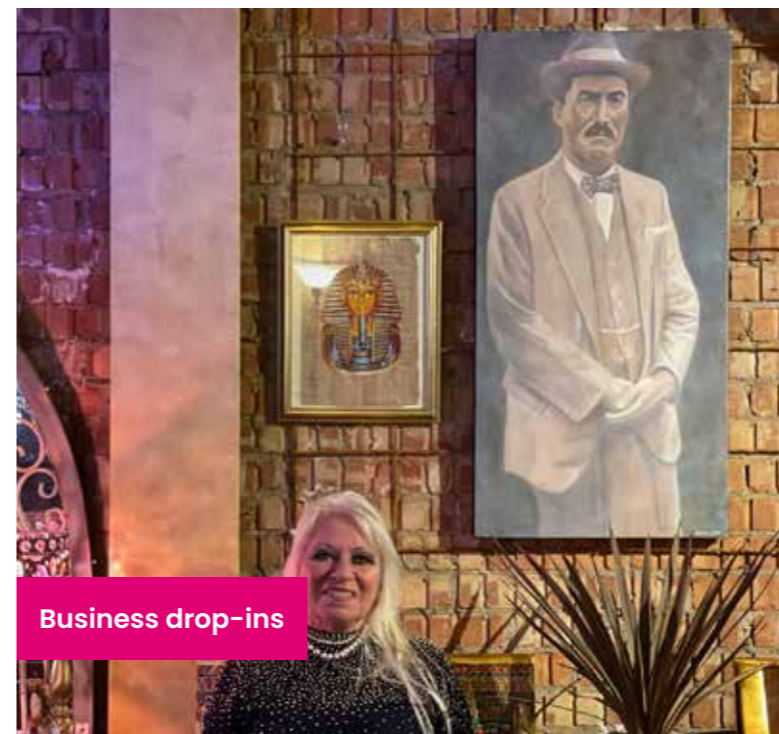
The validate and celebrate stage saw the community and stakeholders come together to validate and celebrate the final masterplan strategy. This included a drop-in with stakeholders where they had the opportunity to ask questions, feed back comments to the team and learn how their inputs have been represented in the wider submission. This became an exhibition to present the final strategy and celebrate the collective effort of the community and stakeholders.



Christmas fair engagement pop up



Focus group with the Girl Guides and Rangers



Business drop-ins



Co-designed workshops



Examples of interactive engagement activities



Consultation validation drop in

A Poem for Swaffham



2.2.2 A Co-designed Poem for Swaffham

The below poem was co-designed with the students of Nicholas Hamond School, outlining their experience and vision for Swaffham – a now current layer of heritage to be added and celebrated. It's an ideal poem to be performed and recognised as a new layer of heritage to be incorporated and acknowledge by the town. The student's suggested that a performance could occur within the Shambles or by the Corn Hall. Listen to the students read it by scanning the adjacent QR code.

Older than the turbines and the pubs,
as old as the Buttercross which happily sits
as the cars crawl around it, Grandmother Swaffham
watches from her window, gently holding

her jewellery from the gem shop:
she remembers when Hamonds was a boy's school
and the Oasis Centre was a pool hall,
where Granddad used to go and play for hours.

*There's always been a duck pond, she says
in a voice that sounds like a handshake
and the Rainbows and the Guides have always trotted
like ducklings with donations for the Food Bank on a Friday.
There used to be a train that ran right through McDonalds.*

But she prefers the local chip shop, where she hears
knapped flint echo down the decades,
the smell of wheat and carrots in the fields
staining her hands for a hundred forevers.

This is a historic portal: each door to Costa
means pressing your shoulder against the entrance
to a Grain Store and anything you need to save a life
or restart a car is somewhere on a market stall.

They're building a new house on every piece of land
where Grandmother Swaffham liked to lie,
the grass opening in front of her, welcoming her home.

Some days, Swaffham feels like a balloon
popping, a generous gesture, a clean hand
and the soft touch of silk. Nothing and everything
is new here: Grandmother knows every face

so is still surprised when over the horizon
another Swaffham arrives, young and energetic,
leaping from one fence to the next:
and the young and the old Swaffham sit together
on the edge of history, holding their breath.



2.3 Heritage Summary

2.3.1 Rediscovering Swaffham's identity

HERITAGE BASED THEMES

The following themes reconnect the place to people's aspirations and creativity by promoting modes of economic, social and civic interaction that recognise Swaffham's historic 'market' as both a physical and a functional hub of diverse geographic and cultural connections:

- **Markets as places of enriched sensory experience:** that connect historical and cultural context to socio-economic relationships and activities
- **Town, countryside and provenance:** tracing the thread of cultural relationship between producer/maker, trader and consumer
- **Wealth, local patronage and regional identity:** creating a catalyst for talent and creativity through education and opportunity
- **Philosophical and artistic traditions** of the ancient Mediterranean as a stimulus to north-west European culture

Heritage objectives

The main objectives are:

REDISCOVERING SWAFFHAM

To rediscover the historic marketplace as a social and cultural space that also improves the setting of the historic townscape.

PROMOTING STEWARDSHIP

Promoting good stewardship of the historic environment by sustaining socio-economic activities and cultural events that secure appropriate uses and the maintenance of historic buildings and spaces

- New micro-market concepts that make better use of the underused spaces, enhance existing market offer and avoid constraints imposed by car parking

INTRODUCE FLEXIBILITY

to enhance and create

- **The Shambles** - a back-street, creative space
- **London Road/Market Street (East) frontage** - café society
- **Buttercross/Market Place** - safe night-time economy -family/youth orientated and venue for larger communal and civic events
- **Temporary stall/pavilion design** - use 'tagging' designs to denote 'ownership' of space to define distinct areas reflecting social diversity within the community

STRENGTHENING CONNECTIONS

Recognise and strengthen the identity of the historic Back Street (i.e. Theatre Street) as an integral component of the marketplace. Directing vehicle users to the Theatre Street car park reinvents its original role as a convenient means of accessing the marketplace, without congesting the central space.

CREATIVITY CENTRED ON HERITAGE AND CULTURE

Design concept for an interpretative narrative framework that 'rediscovered' the marketplace through heritage and culture.

Local notable, Howard Carter, embodies a cultural link to North Africa and the Middle East that exposes meaningful relationships between marketplaces, mobility, culture and aspiration.

Having grown up in a market town, he would no doubt recognise similarity in market traditions across different cultural contexts, including souks and bazaars, that all serve to transmit the dynamic flow of culture, tradition and identity.

The HSHAZ masterplan can help re-shape the mobility dynamic by designing a public realm that generates creativity and commercial opportunity focussed on youth interests and Swaffham's heritage of performance and nurturing talent. This approach utilises and re-invigorates the established retail and hospitality framework of the market town, engaging the hospitality, retail and market trade interest to promote entrepreneurial opportunity for new entrants that can re-energise the market town experiences that attract visitors.



1883



1905



Howard Carter and Tutankhamun

2.4 Spatial Opportunity Summary

2.4.1 Spatial Overview

Initially, our multi-disciplinary team undertook an exercise to understand Swaffham's unique issues and opportunities. The analysis focused on Swaffham's landscape and biodiversity, urban environment, movement and arrival and cultural infrastructure and use. The below summarises the main opportunities and objectives:

CULTURAL

The majority of the active cultural buildings/landmarks and spaces surround and front the central area of the town. There is an opportunity to enhance this and create central and peripheral focal spaces of respite for people to use, not only on weekly market and auction days but also daily.

HERITAGE AND VISUAL SETTING

Work with Swaffham's considerable heritage and built assets to uncover hidden cultural gems, improve the image of the town and strengthen its genius loci to increase local pride, generate wider interest and attract residents and visitors to spend more time in the town centre.

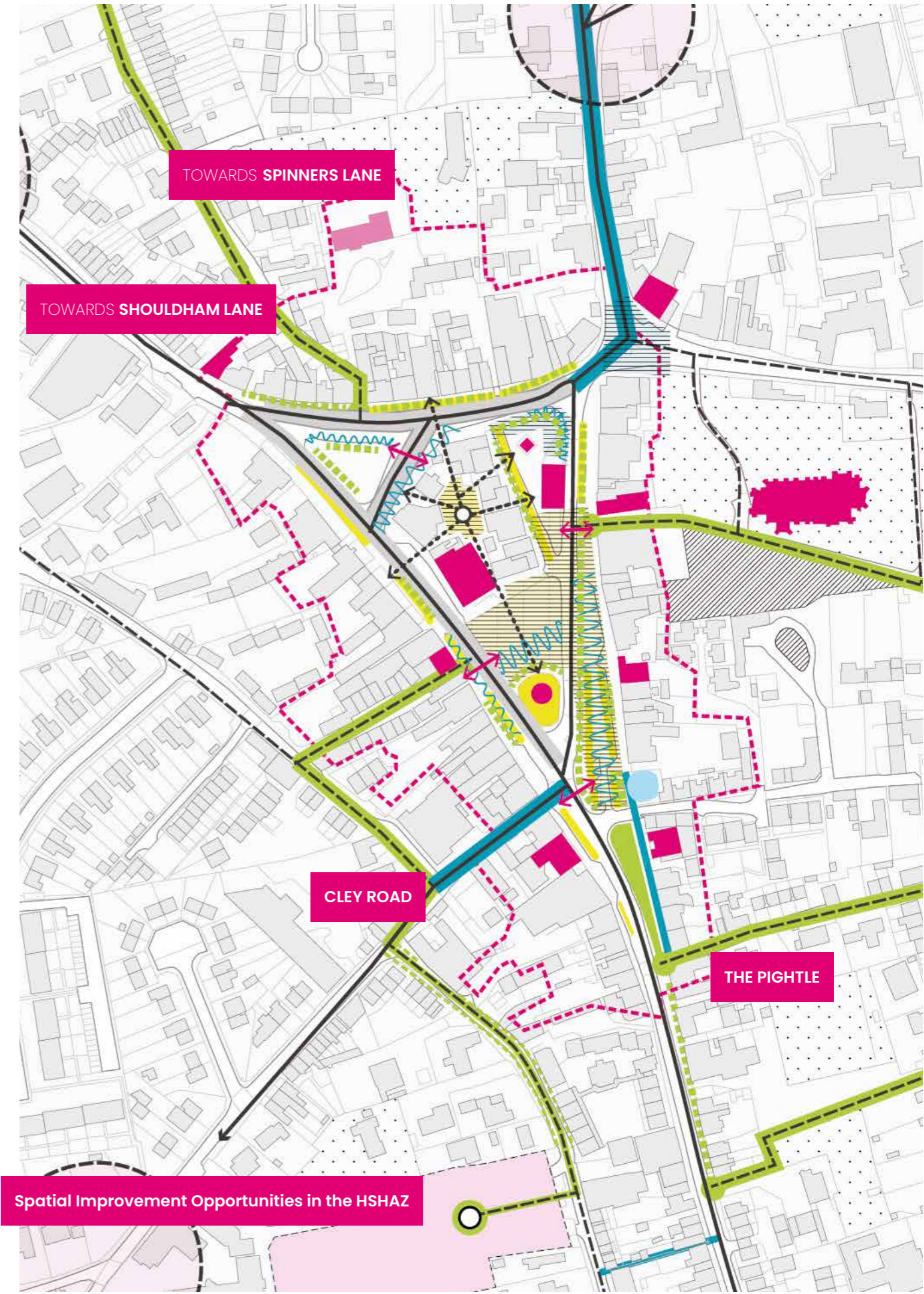
MOVEMENT AND WAYFINDING

More equitable design of space is necessary to improve the experience for all users. A thriving market town must balance convenience for drivers with the comfort of pedestrians and cyclists to encourage more time spent in local businesses whilst creating vibrancy and bustle in the pedestrian spaces. The HSHAZ interventions will rebalance users' understanding of the marketplace - a cultural and commercial exchange rather than a convenient car park.

LANDSCAPE, OPEN SPACES AND PATHS

Swaffham has a significant open space asset - an existing framework of old lanes and footpaths, which reach right into the town centre from all directions. It is possible to walk into Swaffham without using roads. Many routes also have highly evocative traditional names. They reflect a strong and ancient connection between the town and its surrounding land and settlements, aspects that underpin the greening and biodiversity strategy.

-  HSAZ Site Boundary
-  enhanced crossing area
-  re-introduction of a water body/pond
-  area for enhanced greening
-  destination
-  landmarks
-  main route
-  secondary route
-  HGV use discouraged through carriageway reduction
-  gateway improvements
-  pedestrian pathway and cycle improvements between car parks and town centre
-  encourage more use of Theatre Street car park
-  encourage more use of Station Street car park as its transformed
-  explore area for alternative parking via a sensitive design approach
-  create alternative pedestrian and cycle routes from the back streets to the centre
-  remove barriers, high kerbs and physical clutter to reinstate the sense of a single marketplace or public realm
-  reclaim the Shambles as a pedestrian/ activity space with improved permeability linking key spaces and buildings and directional lighting
-  minimise uneven surfaces
-  rationalise car parking to improve east/west and/or pedestrian permeability
-  removal of parking delineation
-  rationalise posts & signage to reduce confusion and visual clutter
-  buildings defining public realm



Spatial Improvement Opportunities in the HSHAZ

2.5 Spatial Opportunity Summary

2.5.1 Historic England Objectives

The spatial objectives are also underpinned by Historic England's five goals for public realm enhancement. The objectives also encompass how Swaffham can provide:

- An inclusive environment
- Create public safety and ease of movement
- Promote a healthy environment that supports our well-being and cohesion
- A high-quality environment
- Economic benefits.

The below outlines Swaffham's current issues alongside critical opportunities that respond to Historic England's five goals for public realm enhancement (see adjacent table).

	PUBLIC SAFETY AND EASE OF MOVEMENT	HEALTHY ENVIRONMENT THAT SUPPORTS WELL BEING AND COHESION	AN INCLUSIVE ENVIRONMENT	A HIGH QUALITY ENVIRONMENT	ECONOMIC BENEFITS
ISSUES	CAR PARK DOMINATED PUBLIC REALM / UNCOMFORTABLE PEDESTRIAN EXPERIENCE				
	<ul style="list-style-type: none"> • Congested space • Over-subscribed parking • Lack of interest at street level • Poor signage • Narrow footways particular Theatre Street arrival 	<ul style="list-style-type: none"> • Lack of space for cultural and social use • Lack of space for respite and dwell time • Lack of green spaces • Existing street clutter • Lack of seating in appropriate and quality areas and spaces 	<ul style="list-style-type: none"> • Reduced facilities and opportunities for young people, children and families • Inaccessible spaces for all, in particular those with visual and physical impairments due to street clutter and car domination 	<ul style="list-style-type: none"> • Limited arrival and dwell spaces for people to use • Parking dominated public realm • Lack of external space attributed to the historic buildings • Limited appropriate crossings 	<ul style="list-style-type: none"> • Historic buildings and settings isn't adequately celebrated • Cultural and historical assets are segregated and visually blocked from one another • Lack of diverse employment and entrepreneurship options
PRIORITIES	<ul style="list-style-type: none"> • Remove some parking to create a more generous public realm • Improve gateway and arrival routes • Wider pavements, more attractive public realm materials, reduced clutter • More planting, street trees, greenery • Improve pedestrian circulation to and around the market square • Enhance and promote quieter routes for cyclists • Human scale lighting and signage 	<ul style="list-style-type: none"> • Provide opportunities to re-establish and develop upon the social nature of this historic environment • Creation of spaces for self expression of individuals and communities within public realm and built environment • Provision of street trees and green verges • Inclusion of wider and reflective biodiversity 	<ul style="list-style-type: none"> • Work with the community to design inclusive and welcoming spaces • Reduction of street clutter • Enhancement of safe crossings • Provide more space prioritised for the pedestrian 	<ul style="list-style-type: none"> • Provide a public realm that stimulates creativity, innovation and community use • Provide an environment that functions for and serves the pedestrian as a priority without impeding their modes of access • Provide an attractive and welcoming public realm and coordination of spaces for all • Complimentary design and layout that's reflective of historic and aspiring future uses 	<ul style="list-style-type: none"> • To re-establish routes of produce, service and culture into the centre and throughout Swaffham by building upon its connections as well as centre • Provide opportunities for a strong and enhanced night time economy • Provision of 'spill out areas' and connected cultural and public realm • Increase the value of the numerous and collective historic buildings and cultural public realm

2.6 Vision Objectives

2.6.1 Vision Objectives

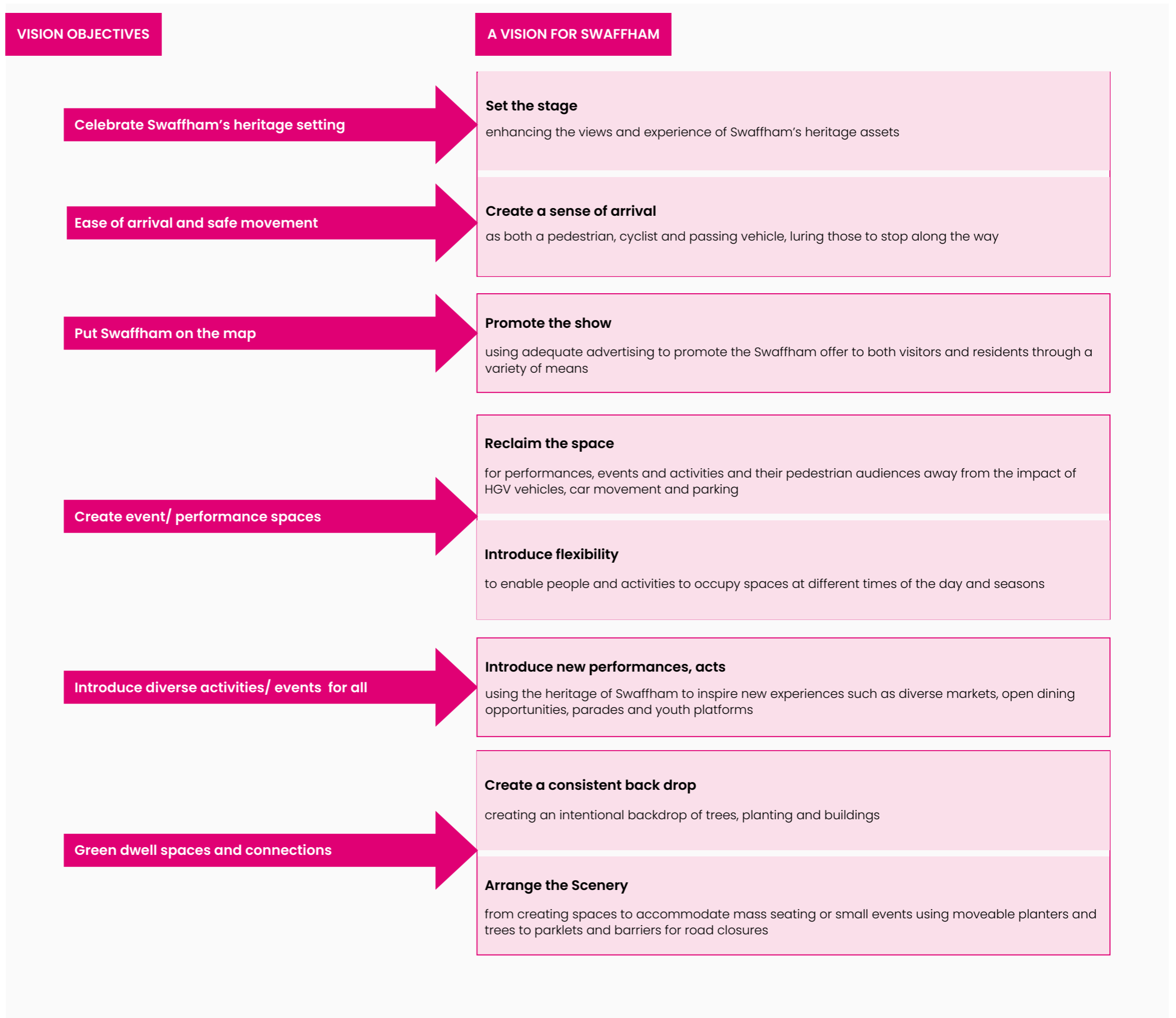
The following chart highlights the combined objectives highlighted across several key themes:

OBJECTIVES	SPATIAL	HERITAGE	ENGAGEMENT			
			BUSINESS	GENERAL PUBLIC	YOUTH ENGAGEMENT & CO-DESIGN Sharing Swaffham's secrets'	INTERNAL STAKEHOLDER
CELEBRATING SWAFFHAM'S HERITAGE SETTING	<p>A High Quality Environment</p> <ul style="list-style-type: none"> Compliment design and layout that's reflective of historic and aspiring future uses Provide of an attractive and inclusive public realm and coordination of spaces 	<p>Rediscover Swaffham's Heritage</p> <ul style="list-style-type: none"> Provide immersive opportunities for people to use and appreciate a townscape created by generations of Swaffham residents edis 	<p>Celebrating Heritage</p> <ul style="list-style-type: none"> Implement a heritage protection scheme Provide accessible historic interpretation via events, promotion,plaques, brass rubbing's or art etc.. 	<p>Heritage Based Experiential Programme</p> <ul style="list-style-type: none"> Curate a programme of events based on heritage 	<ul style="list-style-type: none"> Help young people make safe the marginal places, often spaces that have overlooked heritage value or regenerating habitat, that they discover for themselves as interesting 	<p>A Culture-Based Destination</p> <ul style="list-style-type: none"> Create a cultural heritage brand for Swaffham that can be promoted alongside the Head East campaign
MOVEMENT ENHANCEMENT- CREATING A SAFE AND ACCESSIBLE PLACE	<p>Public Safety and Ease of Movement</p> <ul style="list-style-type: none"> Remove some of the parking to create a more generous public realm Improve gateway and arrival routes Enhance and promote quieter routes for cyclists and Enhance safe crossings 	<p>Strengthening Connections</p> <ul style="list-style-type: none"> Recognise and strengthen the identity of the historic Back Street (i.e. Theatre Street) as an integral component of the marketplace Introduce flexibility for differing uses 	<p>Parking</p> <ul style="list-style-type: none"> Provide appropriate parking measures: restricting market vehicles on site whilst trading. Improve pedestrian connections to car parks 	<p>Parking – A Place To Park Or Not To Park?</p> <ul style="list-style-type: none"> Improve pedestrian connection to Theatre Street car park and review parking restrictions 	<p>Places Protected From The Traffic</p> <ul style="list-style-type: none"> Create public spaces that are easy to access and away from the traffic 	<p>Car Dominated To Pedestrian Oriented</p> <ul style="list-style-type: none"> Address air quality concerns via an increase in public transport and spaces for people to easily navigate the town centre on foot and via cycling.
PUTTING SWAFFHAM ON THE MAP	<p>Unveiling Economic Benefits</p> <ul style="list-style-type: none"> Work with Swaffham's considerable heritage and built assets to uncover hidden cultural gems, improve the image of the town and strengthen its genius loci to increase local pride, generate wider interest and attract residents and visitors to spend more time in the town centre. 	<p>Promoting Swaffham's Heritage Inspired Uses</p> <ul style="list-style-type: none"> Promote entrepreneurial opportunity for new entrants that can re-energise the market town experiences that attract visitors. 	<p>Wayfinding and Promotion</p> <ul style="list-style-type: none"> Introduce quality wayfinding and signage Promote and direct to rural connections and trails Celebrate sustainable localism 		<p>A Place To Be Entertained</p> <ul style="list-style-type: none"> Provide performance/ event spaces 	
CREATING EVENTS AND PERFORMANCE SPACE	<p>A Flexible and Active Space</p> <ul style="list-style-type: none"> Provide a public realm that stimulates creativity, innovation and community use Provide an environment that functions for and serves the pedestrian as a priority without impeding their modes of access 	<p>Creativity Around Heritage And Culture</p> <ul style="list-style-type: none"> Design a public realm that generates creativity and commercial opportunity focussed on youth interests and its heritage of performance and nurturing talent. 	<p>A flexible Market Place</p> <ul style="list-style-type: none"> Enhance market infrastructure design Provide a flexible spatial framework Provide an enhanced evening economy strategy 	<p>A Swaffham Community Spirit</p> <ul style="list-style-type: none"> Provide opportunities for people to come together 	<p>A Place To Perform</p> <ul style="list-style-type: none"> Create external stages within the public realm and infrastructure for events <p>A Creative Space</p> <ul style="list-style-type: none"> Provide space for creativity and showcasing 	<p>Building The Infrastructure</p> <ul style="list-style-type: none"> Provide the infrastructure needed to enable a variety of external events Develop Swaffham's public space to cater to a variety of events and uses
INTRODUCING DIVERSE ACTIVITIES AND SPACES FOR ALL	<p>An Inclusive Environment</p> <ul style="list-style-type: none"> Work with the community to design inclusive and welcoming spaces Provide more space prioritised for the pedestrian 	<p>Promote Good Stewardship</p> <ul style="list-style-type: none"> Sustain socio-economic activities and cultural events that secure appropriate uses and the maintenance of historic buildings and spaces 	<p>Events Programme</p> <ul style="list-style-type: none"> Create a market events programme 	<p>An Active Market</p> <ul style="list-style-type: none"> Enhance the market offer and diversify the retail offer <p>Young at Heart</p> <ul style="list-style-type: none"> Provide youth facilities/ activities 	<p>A Place For Art</p> <ul style="list-style-type: none"> Create an art strategy Use blank walls (that aren't historic) for artwork 	<p>Night-Time Economy</p> <ul style="list-style-type: none"> Create a night-time strategy
GREENING, DWELL SPACES AND CONNECTIONS	<p>Healthy Environment that supports well being and cohesion</p> <ul style="list-style-type: none"> Re-establish and develop upon the social nature of this historic environment Create spaces for self expression of individuals and communities within public realm and built environment Provide street trees and green verges Include wider and reflective biodiversity 	<p>Creative Public Realm</p> <ul style="list-style-type: none"> Improve the setting of the historic townscape. Turn the Shambles into a creative space Create a café society on London Street Create space for a safe night-time economy for family/youth 	<p>Improving the Landscape and Public Realm</p> <ul style="list-style-type: none"> Greening and tree planting Provide a framework for cafe culture Public realm infrastructure 	<p>Walkable Swaffham</p> <ul style="list-style-type: none"> Improve pedestrian paths 	<p>A Greened Place And Safe Place To Gather</p> <ul style="list-style-type: none"> Create soft landscaped areas Plant additional trees Provide safe, comfortable spaces within the public realm to sit and dwell <p>Active Swaffham</p> <ul style="list-style-type: none"> Signpost and provide multiple outdoor spaces and running, walking and cycling paths 	<p>Greening and Beautifying</p> <ul style="list-style-type: none"> Establish a greening strategy <p>Environmentally Focused</p> <ul style="list-style-type: none"> Develop an environmental strategy

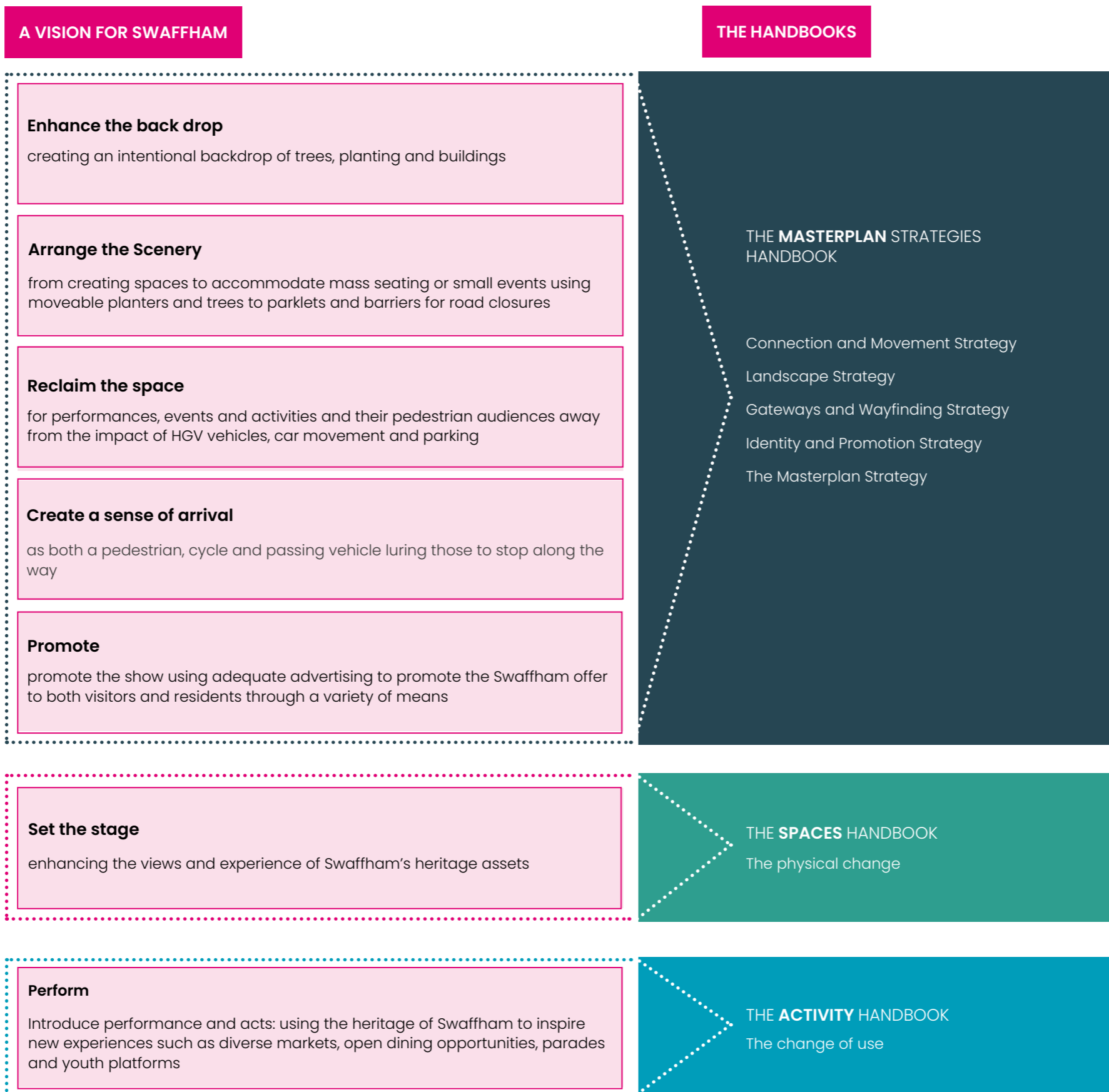
Setting the Stage for a 21st century market town

Towards a Vision for Swaffham

The HSHAZ masterplan fully utilises the insights gained from extensive engagement and will endeavour to realise the aspirations of its community, businesses, visitors and youth by enhancing the positive attributes of its town, encompassing its heritage (from its buildings to its auction and market), developing a spatial platform for its community spirit to flourish, whilst increasing its perception as one of Breckland's most attractive historic market towns. We will re-shape the mobility dynamic by designing for a Swaffham that can generate creativity and commercial opportunity focussed on communal interests and its heritage of performance and nurturing talent whilst bringing ample greening to its public spaces. We will use the historic structure of the town to create a natural stage to showcase, amplify and promote Swaffham - setting the stage for a sustainable, successful and flourishing 21st century market town.



Setting the Stage for a 21st century market town



2.6.2 Objectives to delivery

The following pages will describe how key objectives have been collated to provide a unified vision that suits all parties, from the town's change-makers, operators, users, and visitors.

Whilst the vision sets the overarching principles, the following handbooks set out the means to achieve and deliver them, inclusive of a list of recommended projects to take forward.