

# Attleborough's Town Delivery Plan



**Future Breckland: Thriving People and Places**



HATCH

We  
Made  
That

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# Foreword

Attleborough is a historic market town in the district of Breckland, located midway between Norwich and Thetford and approximately 15 miles south of Dereham. The town is relatively well connected to other surrounding towns and cities via the A11 and rail links to Norwich, Cambridge and beyond. The town boasts scenic traditional architecture located around Queens Square in the centre of the town. It is surrounded by villages that make up the wider Attleborough area including Besthorpe, Great Ellingham and Old Buckenham. It is a town with a strong community spirit as evidenced by community-led initiatives during the COVID pandemic and at well-attended events such as the Christmas lights switch on and the June Carnival week.

Attleborough is undergoing significant growth with a Sustainable Urban Extension (SUE) to the South of the railway station. It is being designed as a sustainability-focused development that will deliver up to 4,000 new homes, a linear park, sports provision, two primary schools and high street with shops, restaurants and community facilities.

The town faces ongoing challenges, including a lack of adequate light industrial or office space in the town, large waitlists for leisure facilities, oversubscribed healthcare facilities and a lack of walking and cycling routes. Whilst the SUE, and associated investments, present new opportunities for Attleborough, they will also create new challenges. Most notably is the concern there will be a lack of physical and community cohesion between the new and old town footprints.

This Town Delivery Plan sets out an ambitious programme to deliver a series of complementary game changing interventions which will enable transformative economic, social and environmental change. These will form Attleborough's investment priorities for the next decade. The interventions do not represent everything that could be done, but have been selected as they are the most viable and impactful activities that partners can focus precious resources on.

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

Future Breckland Project Team

The background image shows a street scene in Attleborough. On the left, there's a two-story brick building with white window frames and a small porch. A sign above the porch reads "The floor design studio". In front of the building, there are wooden planters with greenery and a red bicycle parked. The foreground features a paved area with several wooden benches. The entire image is overlaid with a semi-transparent green filter.

01

# Attleborough's Town Delivery Plan





# Attleborough's Town Delivery Plan


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


Collective Ambitions for Attleborough


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

**Spur** sustainable living so residents can live, work and engage in leisure/ community activities by cycling and walking within 20 minutes.

**Grow** the size of the economy and diversify the sector mix to enhance economic resilience and create more opportunities for our residents.

**Raise** aspirations, opportunities, and skills particularly for young people, allowing all our residents to reach their highest potential.

**Unlock** assets and sites that will enhance provision for disadvantaged groups and improve leisure and access to green space for all our residents.

**Integrate** Attleborough's development so that the SUE benefits new and existing residents and businesses.



Source: We Made That

Ambition Realised

This ambition will be realised through four game changing interventions which are our investment priorities:

**1. Integrated Attleborough:**  
**Integrating the Town Growth** – improve links between the Attleborough SUE and existing town. Ensure community services, such as health and leisure facilities can be shared between the two areas and encourage the flow of residents between the two centres.

**2. Commercial Attleborough:**  
**Facilitating Business** – bring forward new, high quality, flexible commercial office, industrial and retail floorspace in and around the town.

**3. Connected Attleborough:**  
**Linking to Employment Centres** – improve cycle and walking routes to better link Attleborough to commercial sites such as Snetterton or Wymondham.

**4. Engaged Attleborough:**  
**Developing Youth and Leisure Facilities** – increase the number, range and quality standards of leisure facilities throughout the town.

These will be complemented by (a) the delivery of some **tactical short-term interventions** that will deliver highly visual improvements and through (b) the endorsement of a series of **long-term high-impact proposals**.

This document and interventions form our agreed

plan for the next ten years. The work is built upon robust evidence<sup>1</sup>, in-depth local consultations and existing plans for the town (e.g. the Neighborhood Plan). It also aligns with the objectives of Attleborough SUE outline planning application submitted by Ptarmigan Land in 2017.

Attleborough SUE vs Town Delivery Plan

In March 2020, Breckland District Council approved outlined plans for a new sustainable urban extension (SUE) south of Attleborough. The landowners are now working with Breckland District Council to develop the details of the plan.

The development will consist of up to 4,000 new homes, improved travel infrastructure including a link road between Buckenham Road and London Road, a new local centre, two primary schools, public open spaces and sports provision.

The wider site is owned by Ptarmigan and the first phase is owned by Homes England as shown on the map below. Homes England will deliver some of the key infrastructure needed to deliver new residential units on the site.

The shape and form of the Attleborough SUE is subject to planning rules and processes and therefore cannot be amended through the Attleborough's Town Delivery Plan. We have sought to identify interventions and actions that will help to drive community and spatial integration between Attleborough and the SUE development.

1. The main messages from the evidence are summarised later in this document and a comprehensive evidence base has been produced to sit alongside this work.





Source: Homes England

Figure 1 Comparing the Attleborough SUE extension and the Town Delivery Plan

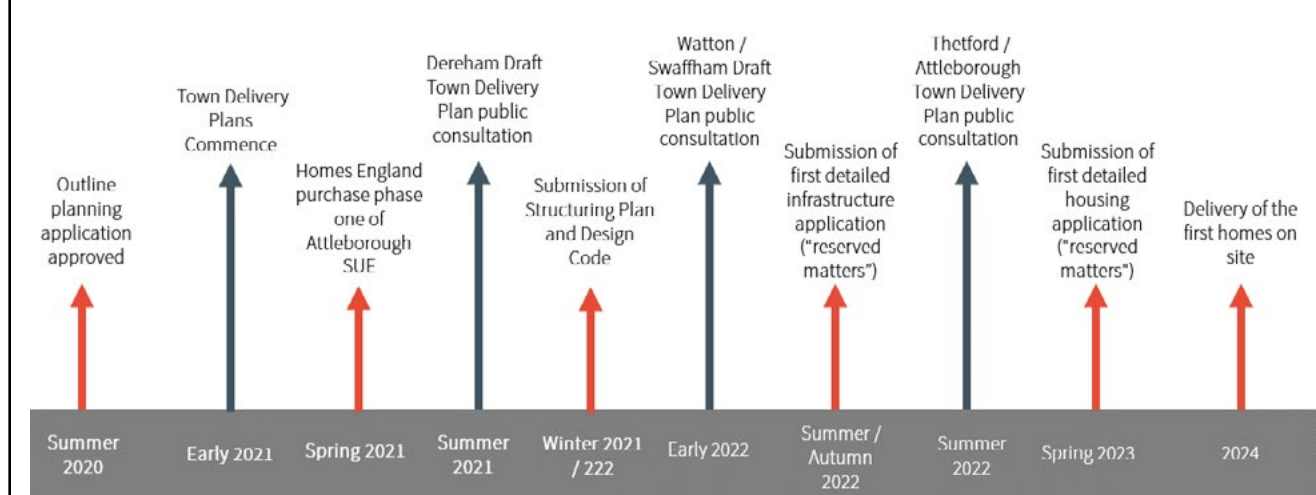
Sustainable Urban Extension (SUE):	Town Delivery Plan:
<ul style="list-style-type: none"><li>✓ Has been granted outline planning permission</li><li>✓ Holds planning weight</li><li>✓ Focuses on delivering housing</li><li>✓ Plans developed by the SUE and landowners in line with Breckland planning policy</li><li>✓ Series of agreed conditions to be released once as the development is delivered</li><li>✓ S73 documents to make minor amendments to the link road to promote 30 mph speed</li><li>✓ S106 agreements used to flesh out detail on employment provision and community infrastructure delivery</li><li>✓ Will be delivered in parcels by several housebuilders</li><li>✓ Design code developed to guide the builders on the style and types of homes they should build</li><li>✓ Will have numerous stages of public consultation</li></ul>	<ul style="list-style-type: none"><li>✓ Provides a series of deliverable projects that supports local needs</li><li>✓ Is consistent with Breckland planning policy</li><li>✓ Has no authority over existing planning documents</li><li>✓ Will be used by Breckland District Council to raise national government funding for the projects outlined</li><li>✓ Will have numerous stages of public consultation</li><li>✓ Highlights some short-term interventions that could be delivered in under three years</li><li>✓ Highlights medium term interventions that could be delivered within ten years</li><li>✓ Highlights long term interventions to be delivered after ten years</li></ul>

Source: Hatch 2022

\*A section 106 agreement is a legally binding planning obligation with a developer in association with the granting of planning permission. It is regularly used to detail how developers will contribute to community / civil infrastructure in the area i.e. walking and cycling, healthcare or education.

\*A Section 73 application is an application to make minor amendments. The amendments must be demonstrably minor in nature and will leave the remainder of the permission unchanged.

Figure 2 Timeline of SUE vs Town Delivery Plans



Source: Hatch 2022

Public, private and third sector partners will work collaboratively to bring this plan forward over the next decade. The purpose of the document is to guide our collective action and to show that we have a clear and agreed plan to external funders.

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

is in the strongest position possible to secure future public sector investment. While Breckland Council, Norfolk County Council, Attleborough Town Council and partners will directly invest their resources into the priorities identified in this plan, there is limited local funding available so securing wider public and private sector funding will be essential to realise our ambitions.

Future Breckland

Thriving People and Places

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

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

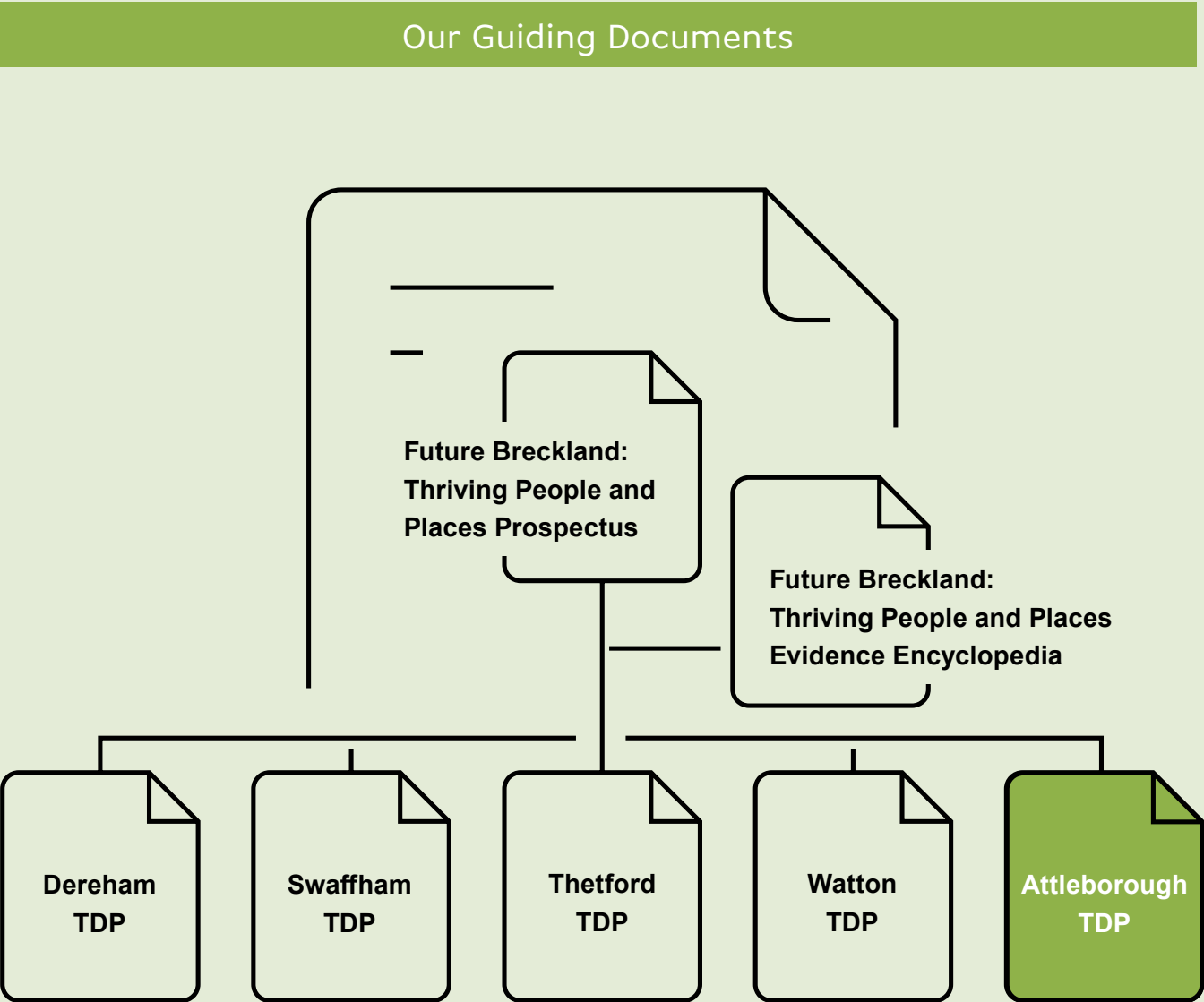
- **Town Centre Regeneration:** Regenerating Breckland's town centres to help them adapt to changing conditions, and attract people and businesses.
- **Skills and Education:** Supporting our residents to train and pursue further education and continual education to increase employment opportunities and meet ongoing employment needs.
- **Investing in housing and infrastructure:** Targeted investment in housing, public transport and active travel to improve quality of life.
- **Growing our business and enterprise base:** Encouraging new businesses, expansion and relocations by improving the availability of business services and premises.
- **Culture and Heritage:** Building on Breckland's rich heritage and culture, while enhancing tourism opportunities and bringing our local communities together.

- **Improving Sustainability:** Delivering net zero commitment while enabling our business and residents to reduce their carbon footprint.

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

While the five Town Delivery Plans will drive most change it is recognised that some district-wide challenges need to be addressed through strategic investments at the district rather than town level (e.g. related to skills and public transport). A series of game changing interventions for these areas, which will positively impact Attleborough and its wider hinterland, are set out in the forthcoming 'Future Breckland: Thriving People and Places Evidence Encyclopaedia'.

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







02

# Attleborough's Story: The Case for Action



Attleborough's Story

The Case for Action – Levelling up Attleborough

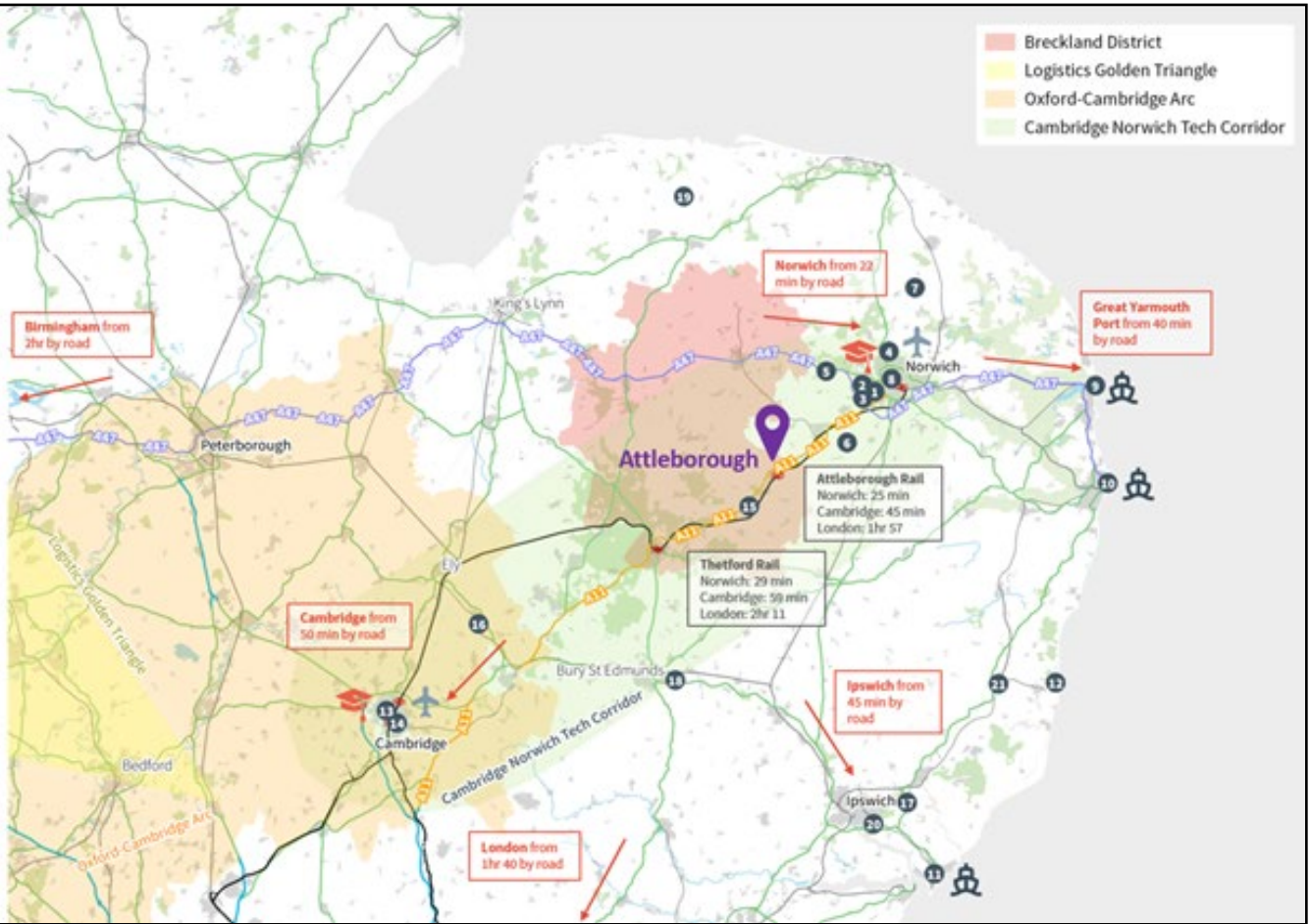
Attleborough's Economic History

Attleborough originated as a Saxon military settlement, established as part of a network of settlements to defend against the invading Danes. In the mid 16<sup>th</sup> century, the town become known for its Rogues Fair, a weekly event where criminals (or rogues) were presented on stage to the public. The rogues were kept in the cellar of the Griffin Hotel, which still stands in Attleborough today, while waiting on remand to appear in regional court.

Traders started to convene in Attleborough when the Rogues Fair was held on the last Thursday in March, and a weekly market established, which continues to the present day. In recent decades our town has diversified away from market-dominated activities with jobs in manufacturing, public administration, education and health. As of 2020, we have a population of 10,036 people, which represents an increase of around +17% since the turn of the century<sup>2</sup>.

<p><b>A11 as the catalyst for the town's growth and evolution</b></p> <p>Like most of Norfolk's market towns, Attleborough's marketplace was the focal point for traffic along the main Thetford Road. The modern A11 catalysed growth in the town which has brought both benefits and challenges. Although the A11 is vital for the town's prosperity and connectivity, challenges of north-south congestion persist.</p>	<p><b>Business clustering around the railway station</b></p> <p>Historically Attleborough's economy was dependent on major food and drink businesses clustered around the train station. Cider makers Gaymers were located in the town for most of the 1900s before withdrawing from Attleborough in 1980. Other notable station-based businesses include Collier &amp; Sons (corn, coal, cake and seed merchants) and the Anglo-American Oil Company.</p>
<p><b>New housing estates to support the town's growth</b></p> <p>Whilst change and the growth of the town remained mainly stagnant during the 1950s, the 1970s brought significant changes to the town's population and urban fabric. The first estate programme began with the building of the council-owned Cyprus Estate which has since been complemented by other private housing schemes such as Fairfields and Ollands built mainly in the 1970s and a large estate on south side of the town in the 1990s.</p>	<p><b>Urban extension to transform the town</b></p> <p>In March 2019, Breckland District Council voted unanimously to approve the Attleborough Sustainable Urban Extension (SUE). The SUE will form an important part of Attleborough's future growth story as it will provide high quality, sustainable homes, designed to attract a new generation into the town. Schools and community facilities will be established at its heart and designed to foster community health and wellbeing.</p>

Figure 3 Attleborough's Strategic Location



Source: Hatch 2022

Attleborough's Economic Geography

Attleborough is located at the centre of our county and on the A11 which provides direct access to Cambridge, Norwich and Thetford. The town is also connected directly by rail to Cambridge and Norwich and sits at the mid-point of Norwich-Cambridge Tech Corridor.

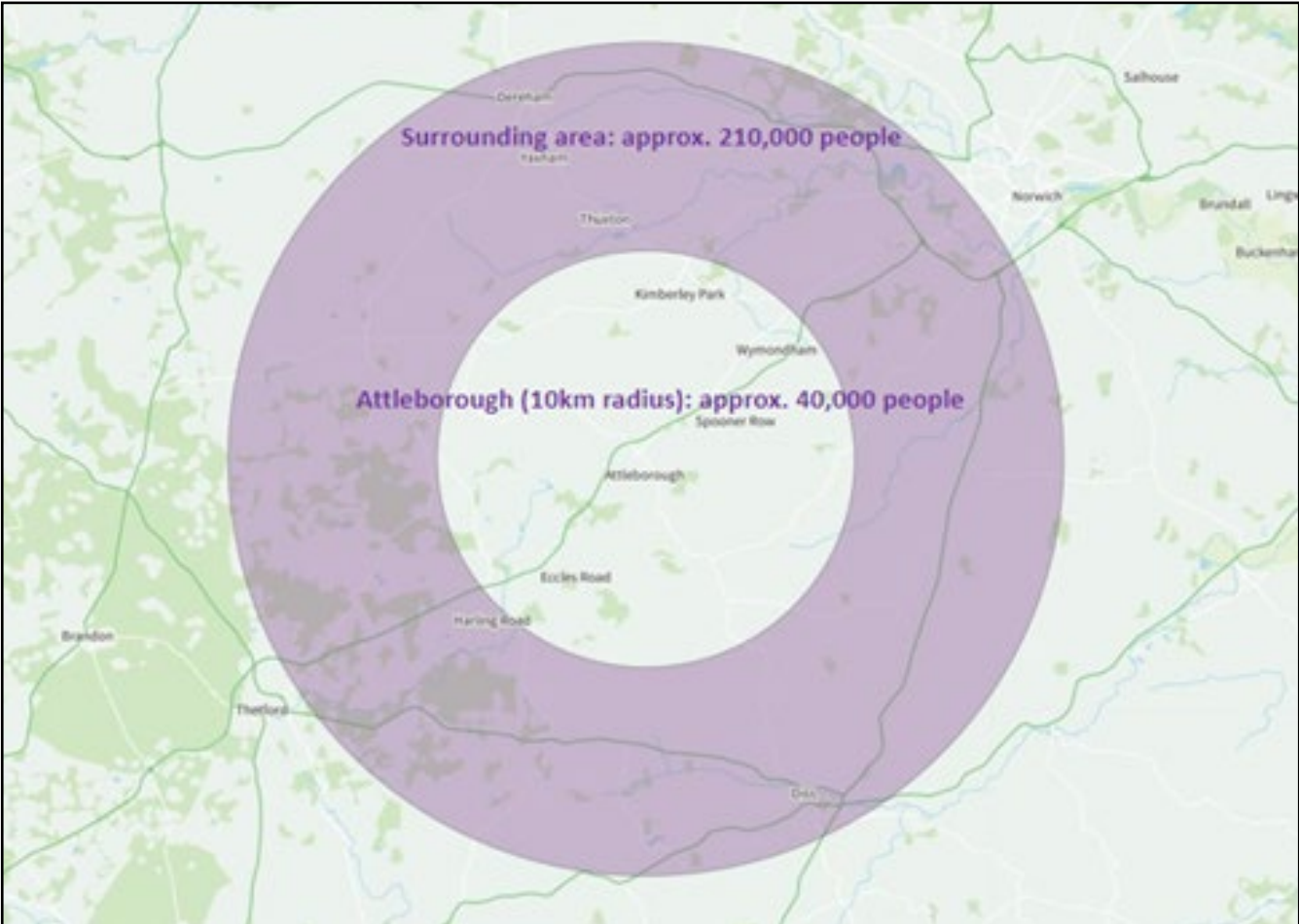
The town has three broad geographies:

- The historic centre, particularly round the train station and market square
- The SUE area and new town extension
- Residential development spreading into outlying areas

2. ONS Small Area Population Estimates (2020); 2011 Census



Figure 4 Attleborough's Catchment



Source: Hatch, 2021; Annual Population Survey, 2021

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

- **Impressive architecture:** The buildings are well kept and attractive and the Queens Square is a key focal point for the town.
- **Compact and walkable:** The town's size and flat topography means facilities needed daily can be reached within an inclusive and accessible walking.
- **Historic weekly market:** Since 1285 there has been the right to hold a weekly Thursday Market in the town and a weekly market is still held selling locally produced goods.
- **Strong community spirit:** The community support provided during the COVID pandemic demonstrated the strength of community engagement that can also be seen at well-attended events such as the Christmas lights switch on and the June Carnival week.

Queens Square



Source We Made That 2022

- **A clear vision and signs of progress:** The town is guided by a Neighbourhood Plan and active Town Council. Attleborough has received funding to improve the Attleborough Sports Hall and the Town Council has raised funds to improve the facilities at Attleborough Recreation Ground.
- **Resilient town centre:** Analysis shows that vacancy rates are reasonably low and there is still demand for space in town, even during COVID.
- **On a valuable train line:** Unlike many other market towns in Norfolk, Attleborough is on a trainline connecting to Norwich, Cambridge, and other large market towns.
- **Solid business base:** Several key manufacturing and engineering businesses are in Attleborough and a number of professional services / new businesses on the high street.
- **Proximity to complementary employment area:** Attleborough has a good relationship and proximity to employment areas such as Snetterton and the Norwich-Cambridge Tech Corridor.
- **Growing town:** The SUE will bring 2,680 net new dwellings and significant investment in physical and social infrastructure.



Figure 5 Attleborough's Culture, Community and Leisure Assets

Attleborough has a cluster of uses around the town centre including schools, a library, pubs and the town hall. Apart from the town hall, community spaces are located around the station area. It has a number of sports facilities including outdoor pitches, a skate park, bowls club and sports hall, but the latter is said to be not fit for purpose by local sports clubs.

- Key**
- Culture
  - Health and Leisure
  - Education
  - Community Space
  - Religious
  - Medical, care and other services

Culture

- C1. Bar 33
- C2. The Griffin Pub
- C3. The Mulberry Tree
- C4. The Cock Inn

Health and Leisure

- H1. Attleborough Sports Hall
- H2. Attleborough Town FC
- H3. Connaught Hall Park and Skate Park
- H4. Connaught Bowls Club
- H5. Attleborough Junior Football Pitches

Education

- E1. Attleborough Academy
- E2. Attleborough Infant School
- E3. Attleborough Primary School

Community Space

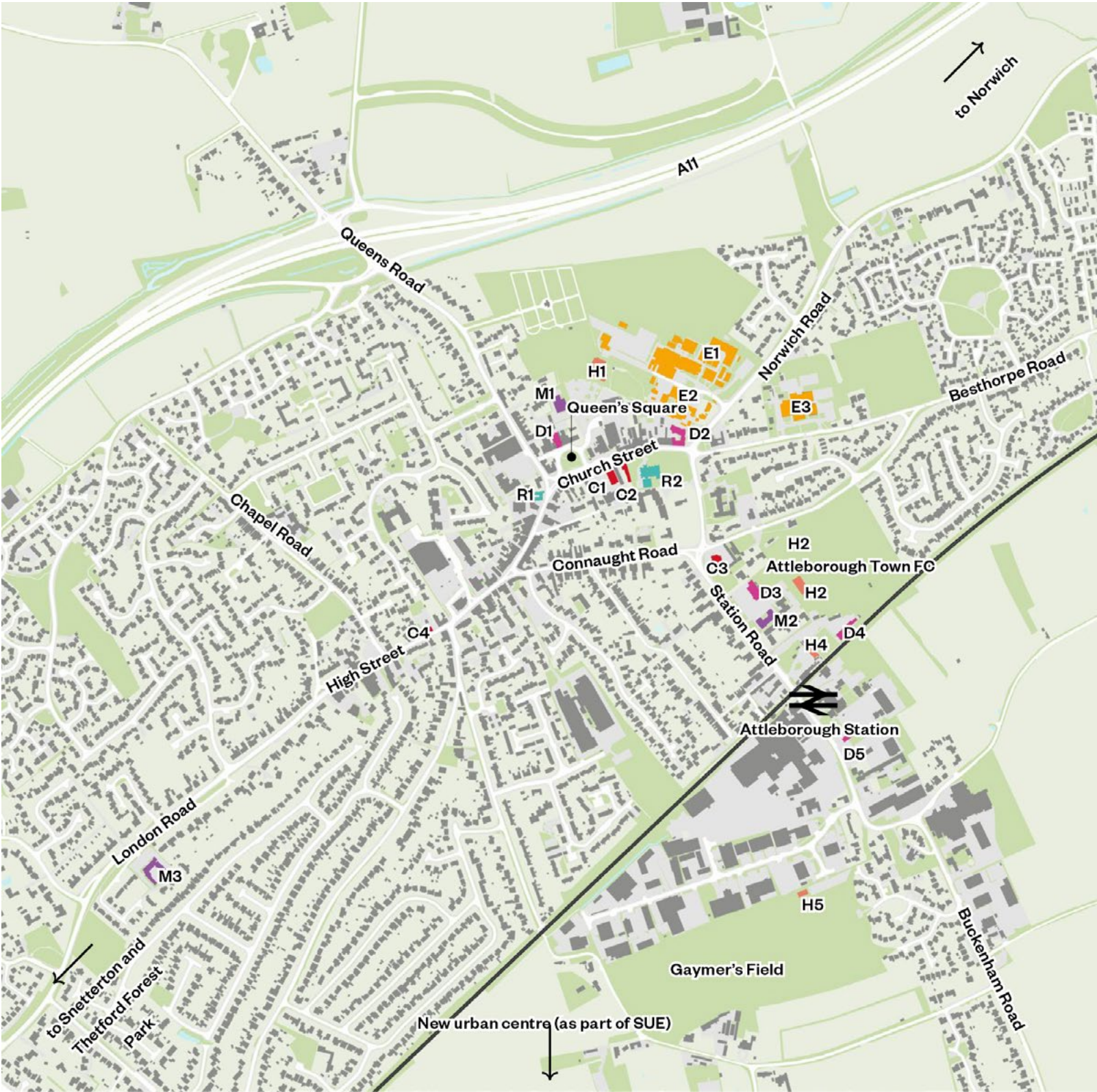
- D1. Attleborough Town Hall
- D2. Attleborough Library
- D3. Connaught Hall
- D4. Attleborough Scouts
- D5. Attleborough Community Hub

Religious

- R1. Amoghasiddhi Kadampa Buddhist Centre
- R2. St. Mary's Church

Medical, Care and Other Services

- M1. Queens Square Surgery
- M2. Attleborough Surgery
- M3. Attleborough Constabulary



Source: We Made That, 2022





Source We Made That 2022

**Attleborough's Weaknesses and Threats**

**Attleborough's town centre needs investment to diversify the range of facilities and improve walkability and accessibility...**

Our town centre provides important services for residents and people living in surrounding villages, but observational analysis by We Made That suggests more can be done to maximise foot fall and trade. This will become more urgent in the post-COVID era as shopping behaviours change and people use town centre as a point to congregate and undertake leisure activities.

While the town has many valuable shops that serve an important local function, our town centre lacks amenities for people to dine and spend time and that is more acute in the evenings with few venues open at night. As Attleborough serves as a midpoint of the Norwich-Cambridge Tech Corridor, the creation of quality units that allow people to come together to meet, socialise and do business would not only support the town's social fabric, but could help to draw more people in.



Source We Made That 2022

More could be done to help both people and traffic flow through the centre of town. For instance, Exchange Street is congested with traffic and pedestrians during peak hours and this is exacerbated by particularly narrow pavements. Queens Road is perceived to be unsafe for pedestrians and this is of particular concern during the school run as there are few formal crossings. The main bus link runs along Exchange Street and Church Street but is not connected to Attleborough Station, which prevents people arriving to the town by train from venturing into the town centre.

Some residents have noted the lack of green space in the town centre for use by children or as a community meeting point.

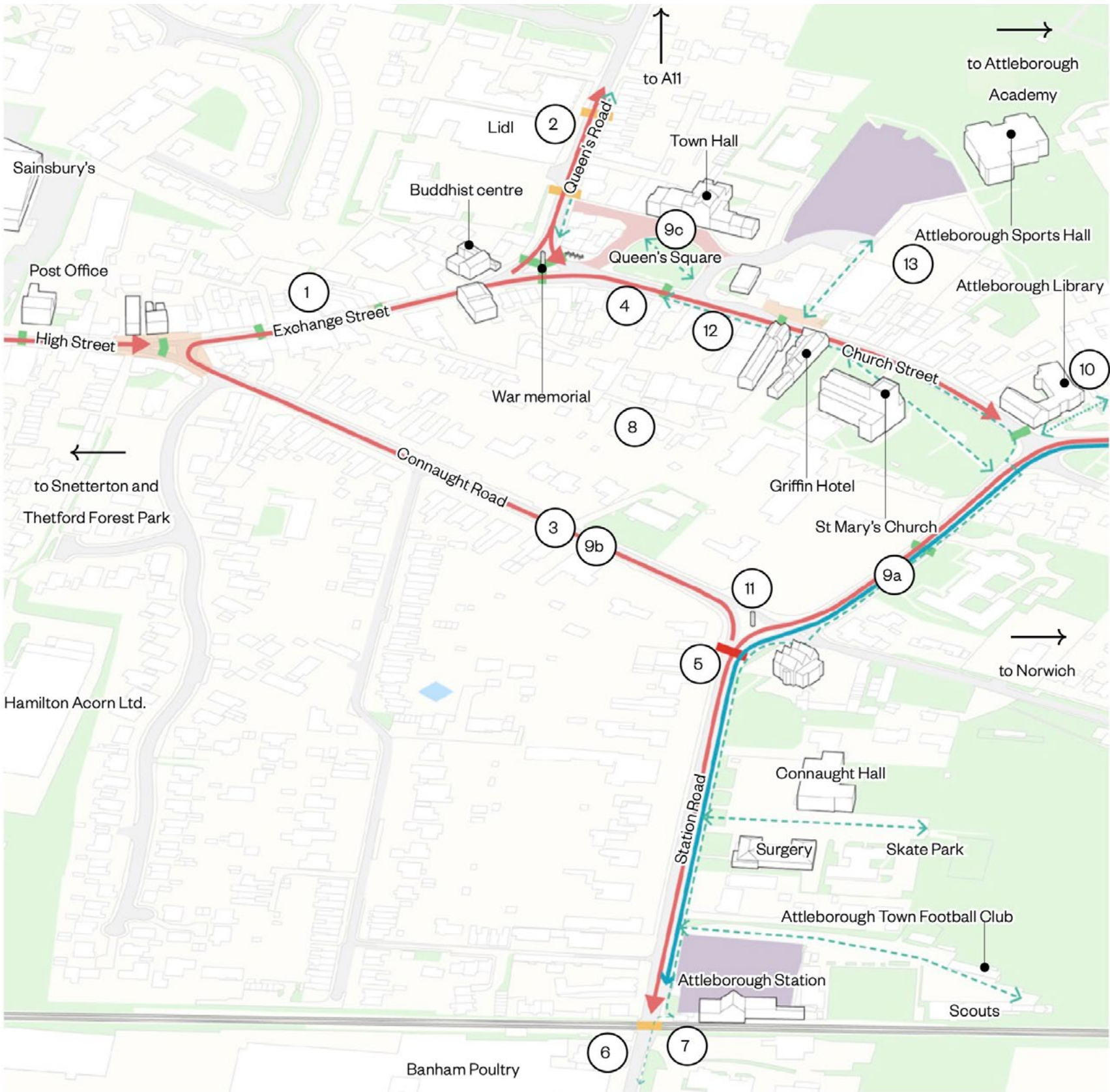
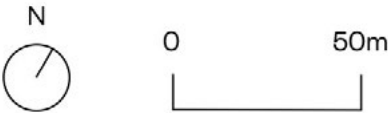
There is also understandable concern that once the SUE has been completed, it will be difficult for people to travel from the new housing to the old town centre on foot or by bicycle because of the bisecting railway line. The creation of accessible rail crossings for pedestrians and cyclists will be essential if the two geographies (old Attleborough and SUE) are to become a cohesive whole.



Figure 6 Perceptive Study of Public Realm

Key

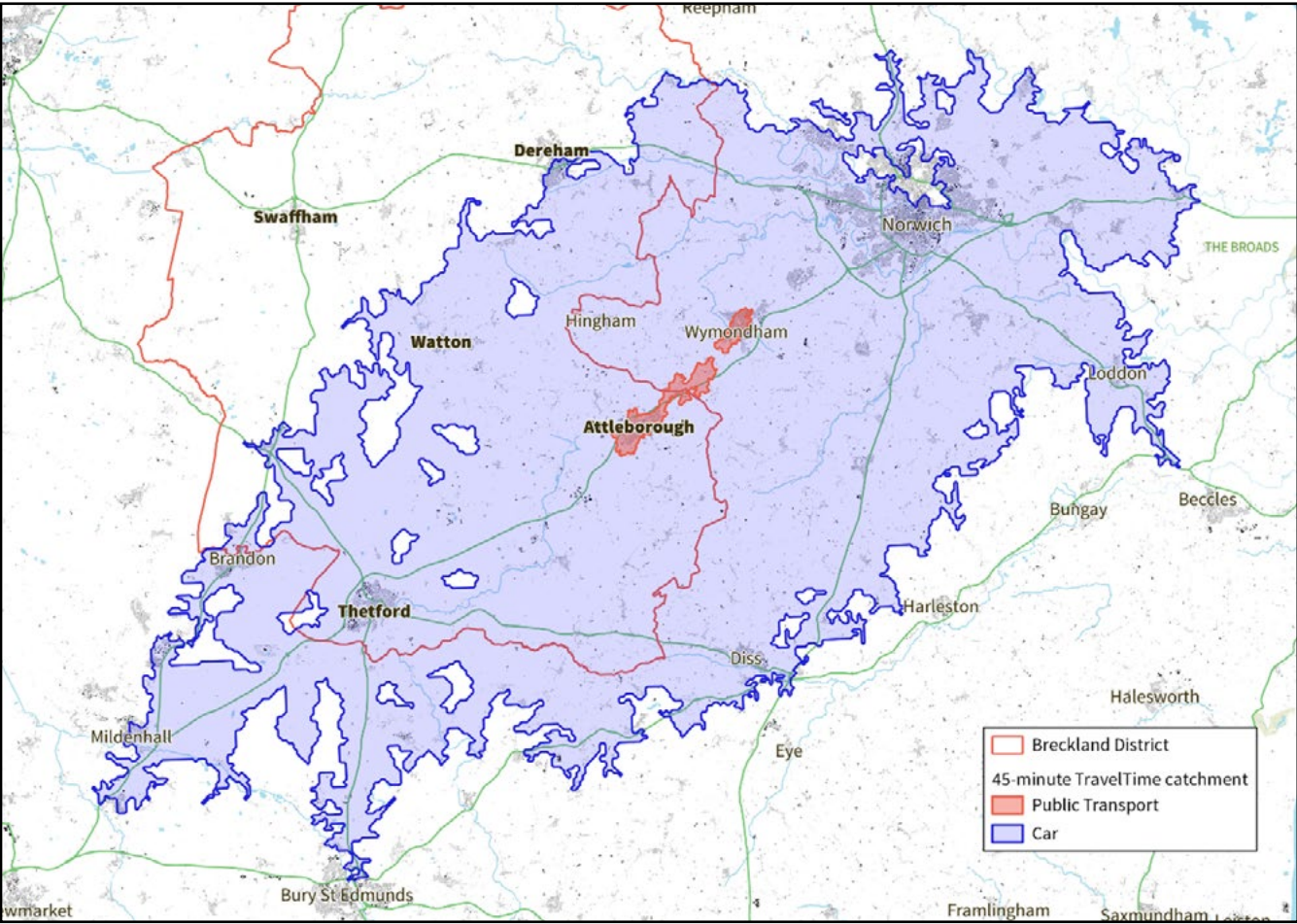
- Parking
- Shared surface/ limited vehicular access
- Street clutter – railings, bollards
- Informal crossings
- Formal crossings
- Main vehicular flow
- Pedestrian routes and out-throughs
- Poor pedestrian connectivity
- Potential pedestrian routes
- Cycle routes



Source We Made That 2022



Figure 7 Attleborough's Public and Private Transport Catchment



Source; iGeolise, 2021

Note: iGeolise uses up-to-date public transport timetables to generate catchment areas for travel within a given timeframe, including the time taken to change trains or travel to a station. In this model Thetford is not included within the catchment area due to the frequency of trains to/from Attleborough, despite the 15 minute journey time between the towns. Norwich is also not included due to frequency despite the 35 minute journey.

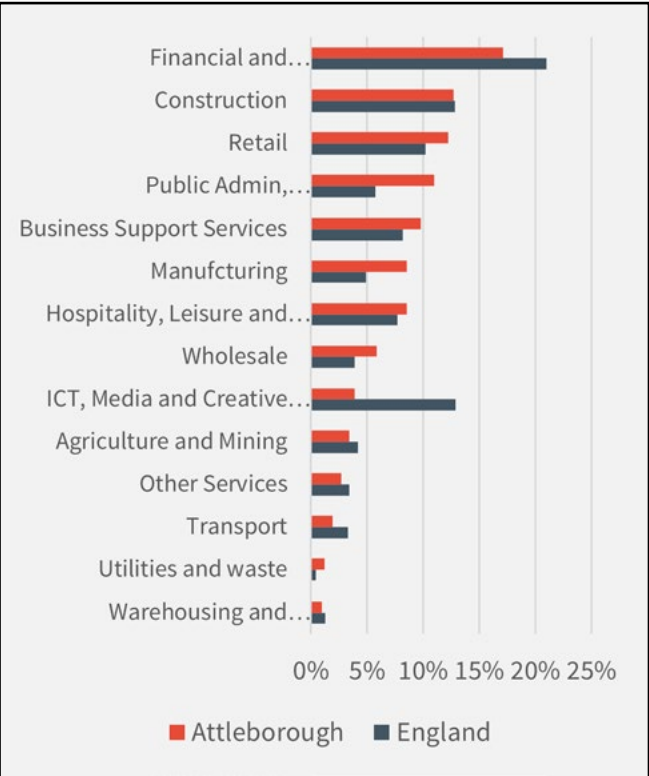
**Our physical connectivity is limiting business growth and employment opportunities...**

Attleborough has good road access due to the A11 and B1077 providing connectivity to the surrounding market towns and larger cities such as Norwich or Cambridge. The town has a very large catchment with almost half a million people (497,000) within 45 minutes' drive time of the town centre (of which 3 in 5 are working age). This is the largest catchment of all Breckland's

towns. Conversely, public transport connectivity is limited, with only Wymondham accessible within 45 minutes by public transport (depending on train scheduling). Only 23,000 people can access Attleborough within 45 mins using public transport.

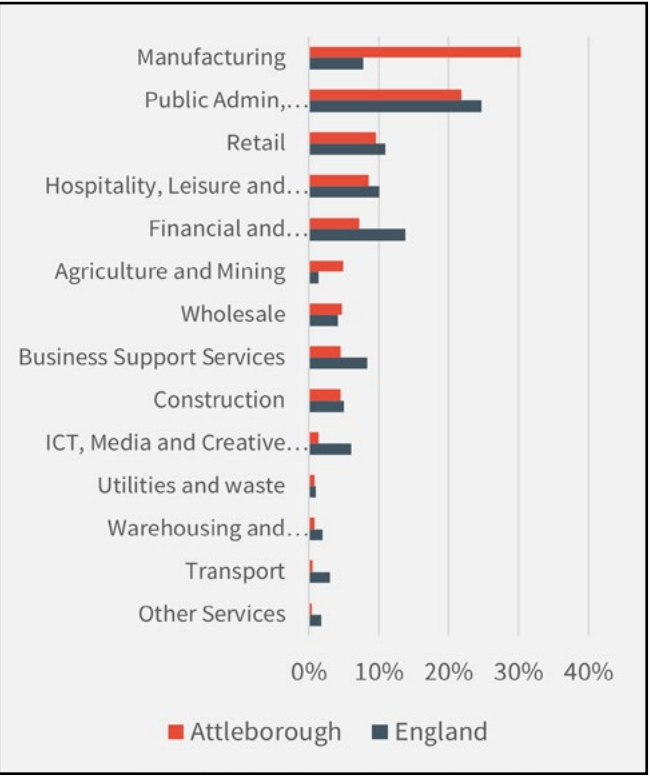
There is also a lack of active travel infrastructure in and around our town with only 3% of vehicle movements through our town made by bicycle, on average, a day.

Figure 8 Attleborough's Businesses



Source; Source: IDBR, BRES, and UK Business Count. Analysis of Attleborough's economy draws on the ONS Inter-Departmental Business Register to provide a more granular understanding of the local economy, whilst statistics for England draw on the Business Register and Employment Survey and UK Business Count data sources, also from the ONS.

Figure 9 Attleborough's Jobs



This has significant consequences for Attleborough including:

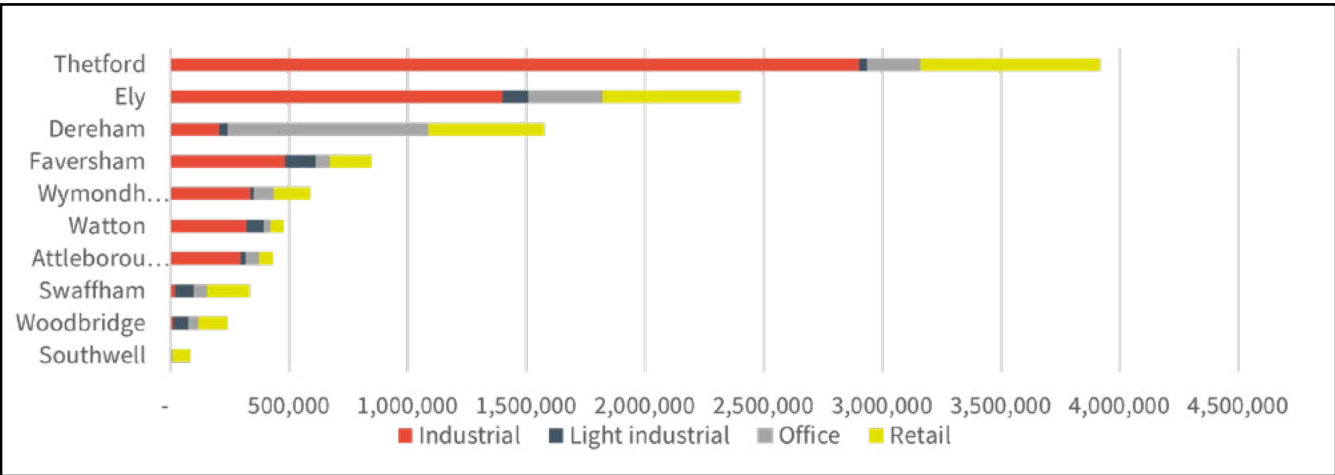
- Constraining our business growth by limiting the size of the market opportunity and access to talent needed to support our businesses aspirations;
- Limiting employment opportunities for our residents and limiting the attractiveness of our town for high -skilled, working age, new residents;
- Increasing our car reliance with pollution and congestion consequences and/or social exclusion in and around our town (where people do not have access to a car).

**Economic growth is further constrained by our lack of adequate high-quality office and light industrial and space...**

Our economy is growing; there were 5,000 jobs in in 2019, which is an increase of 11% from 2015. Nearly a third (30%) of our jobs are in manufacturing. Our location on the Norwich-Cambridge Tech Corridor and proximity to Hethel Innovation makes Attleborough an attractive destination for manufacturing and engineering businesses. Consultations highlighted that many businesses moved to Attleborough after out-growing facilities at the Hethel Innovation Hub.

We also have many businesses in 'office-based' industries; over one in four (27%) businesses in our town are in finance and professional services or business support services.

Figure 10 Commercial Floorspace by Town



Source Hatch 2022

Commercial floorspace in Attleborough is low, particularly compared to other market towns such as Dereham, Thetford and Wymondham. This is compounded by almost 100% occupancy rates in our existing commercial units driven by long-term tenants. These factors are preventing a healthy churn of businesses which in turn prevents new businesses from moving into the area.

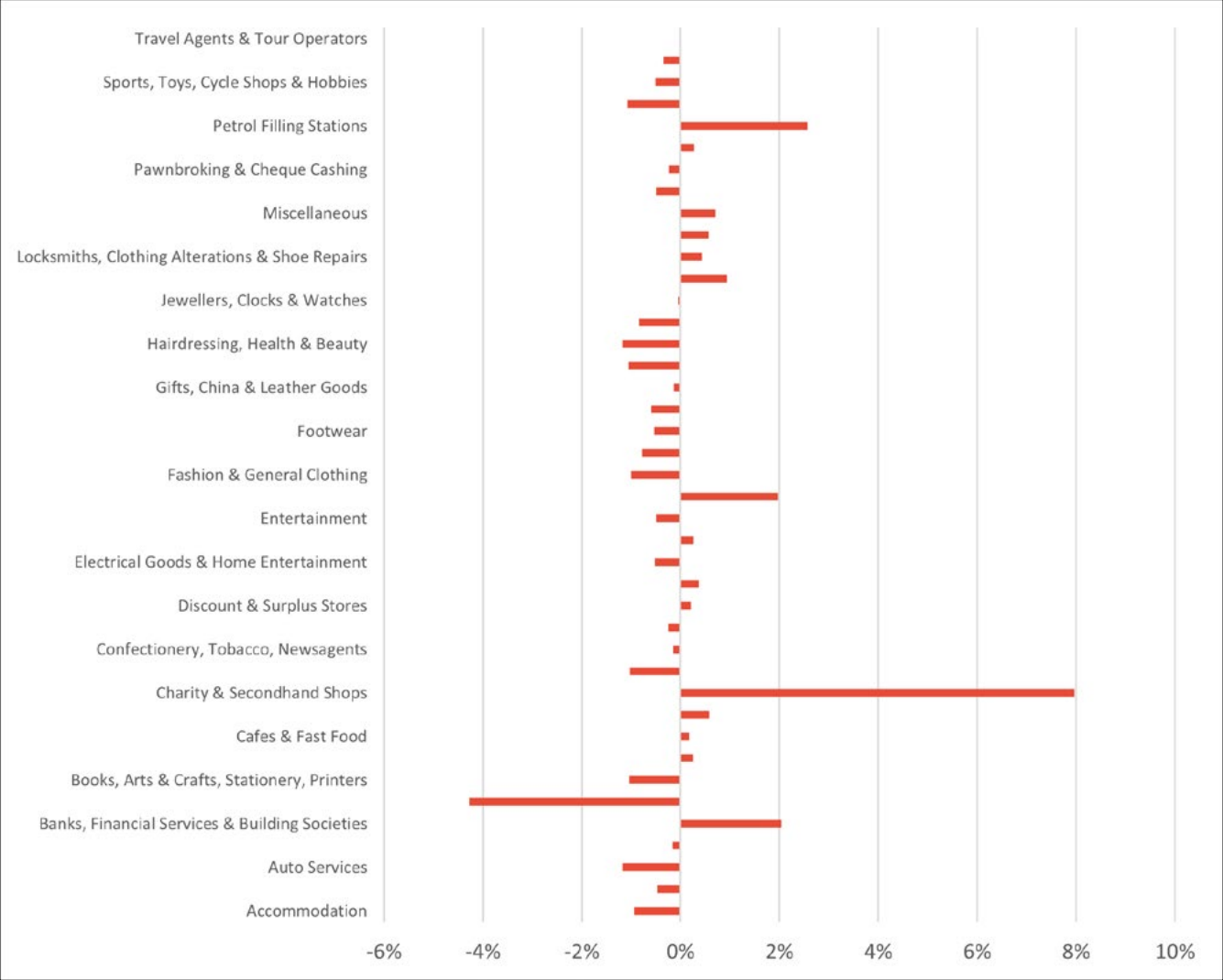
Consultations also highlighted how industrial-based businesses in our town struggle to find space to grow, forcing them to move elsewhere. Co-working and flexible office space is also growing in importance with the trends towards home working and more broadly to allow entrepreneurs to start businesses, grow enterprises and test new ideas in low-risk environments. The SUE will further drive demand with significant growth in the number of residents people looking to work or set up businesses in the area.

Increasing our provision of industrial and high quality, flexible office and co-working space will be paramount to supporting the continued growth of our economy.

**We have a resilient foundational economy but limited diversity in our retail and hospitality offering...**

Analysis of Local Data Company's retail data shows the proportion of retail categories by type in Attleborough against national averages. Relative to the national picture, we have a significant oversupply of charity and second-hand shops. While the struggles of high street retailers are well documented, the growth of high street charity shops has bucked this trend – with pre-pandemic sales continuing to grow. Research from the accountancy firm BDO found that in 2019, charity retail sales grew by 3.5% in October, by 5.8% in November and by 3.9% in December compared to the same months in 2018.

Figure 11 Over/Under Supply Analysis vs. the GB Average, 2021



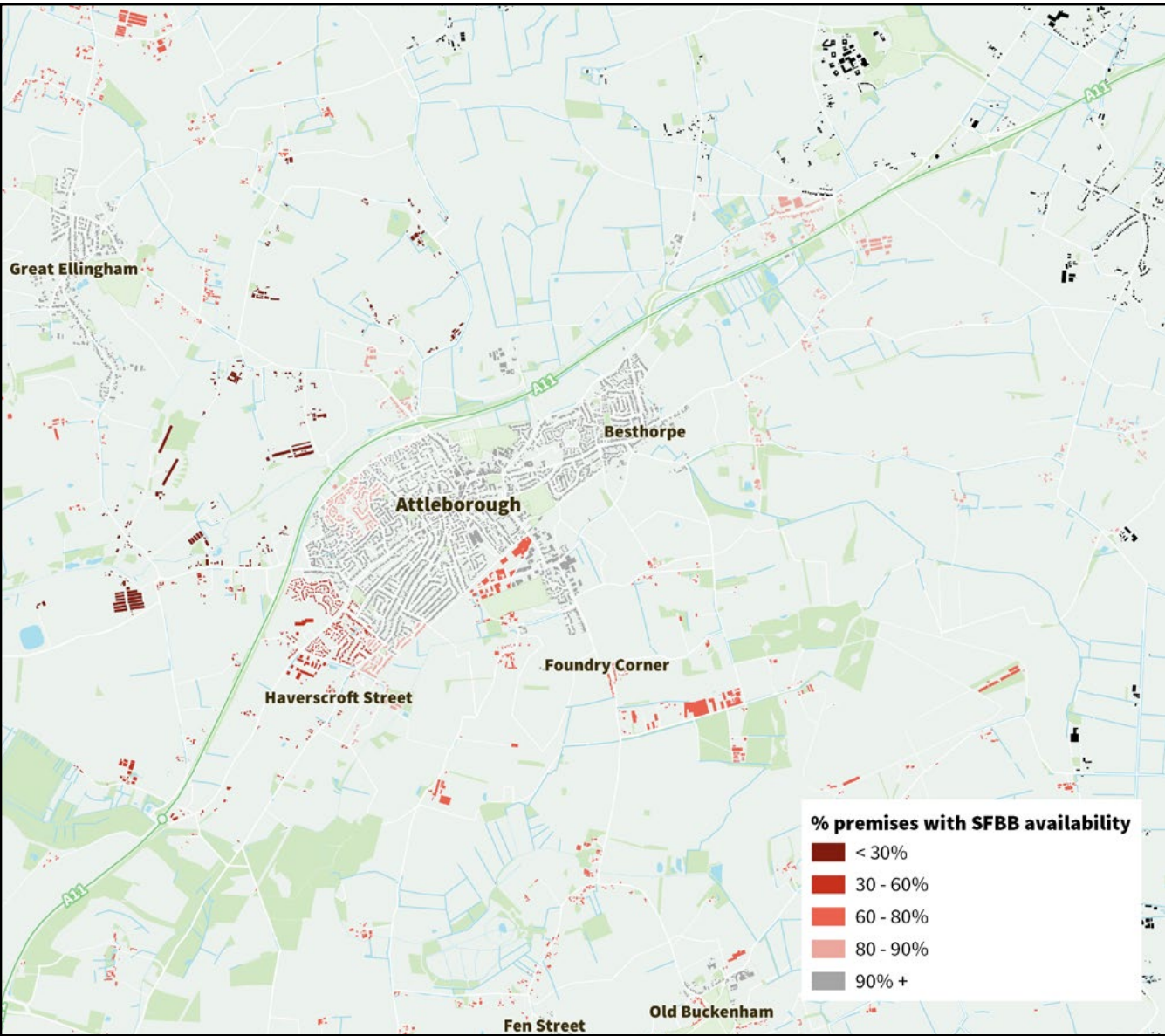
Source: Local Data Company, BDO

The success of charity shops is largely due to their ability to offer consumers a uniquely interesting shopping experience due to the huge variety of items on sale. Furthermore, a move to more sustainable consumerism has seen consumers seek out secondhand items to reduce the impact of the fashion industry on the environment – meaning the sector could see further growth post-pandemic. However, the oversupply of charity shops means Attleborough has an undersupply of restaurants, hairdressers, gift shops and even supermarkets.

This limits the attractiveness of our town as a place to live, visit and spend time and encouraging a broader retail and hospitality offering will be important to attracting people and money to our town.



Figure 12 Superfast Broadband



Source: Ministry of Housing, Communities and Local Government; Ofcom

**In a digital age, fast and reliable broadband will be critical to attracting high-value business...**

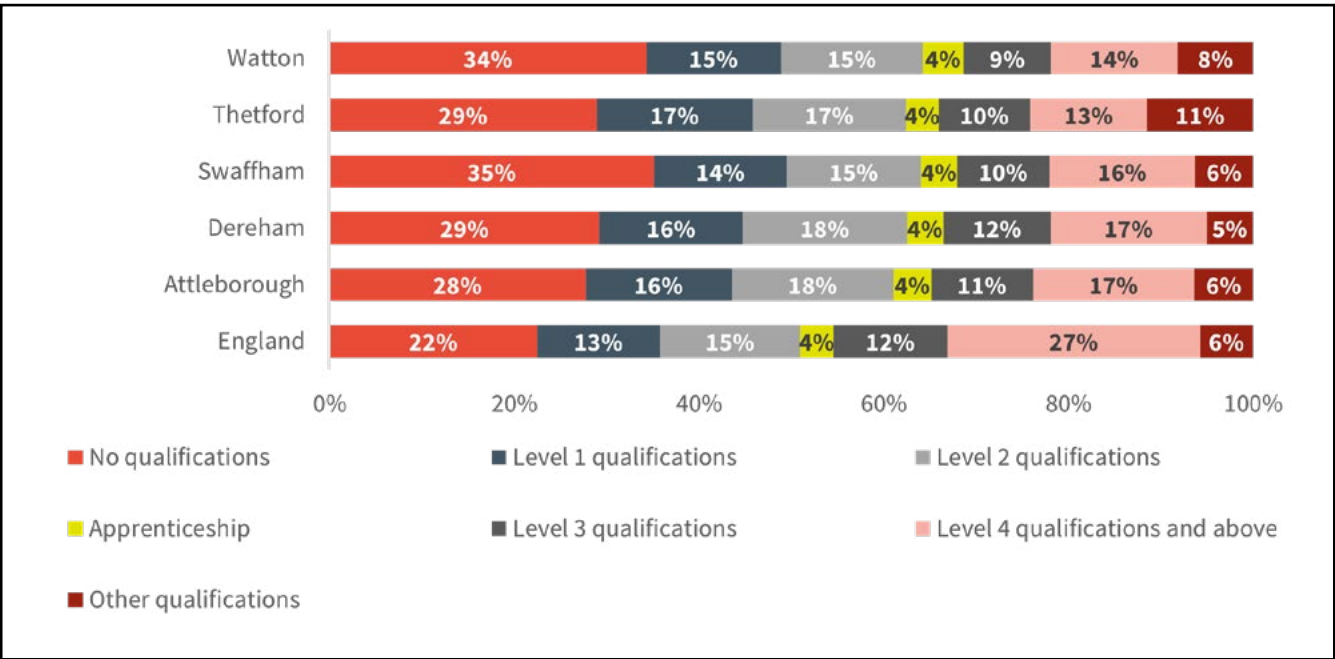
Currently 48% of premises in our town centre have access to superfast broadband. Our location on the Norwich-Cambridge Tech Corridor means Digital Connectivity is strategically important. Commercial areas, such as Snetterton, need to future proof digital connectivity to be ready for 5G / Ultrafast

broadband if they are to continue to attract new and growing businesses.

**Our residents have low skills levels and poor access to technical and higher education...**

Only 17% of our residents have a degree level qualification, compared to the national average of 28%, and over a quarter have no qualifications at all.

Figure 13 Qualification Profile Across Breckland's Market Towns



Source: Census, 2011

Attleborough Primary school and Rosecroft Primary School both have an Ofsted 'Good' rating. Attleborough Academy is also rated 'Good' by Ofsted, however 39% achieved grade 5 or above in English and Maths GCSE, a rate below the National average of 43%. Our town does not have a dedicated sixth form college, and whilst Attleborough Academy does take students to six form it focuses on academic rather than technical subjects. Students choosing a technical curriculum are required to travel to Wymondham.

Consultations with teachers and youth charities outlined how young people in Attleborough often suffer from a lack of aspiration. The rural locations of our market towns means that links between students and young people with innovative industries is more challenging than in highly populated, dense cities. Supporting links between our town's young people and

our innovative business will help broaden their opportunities and drive their ambitions.

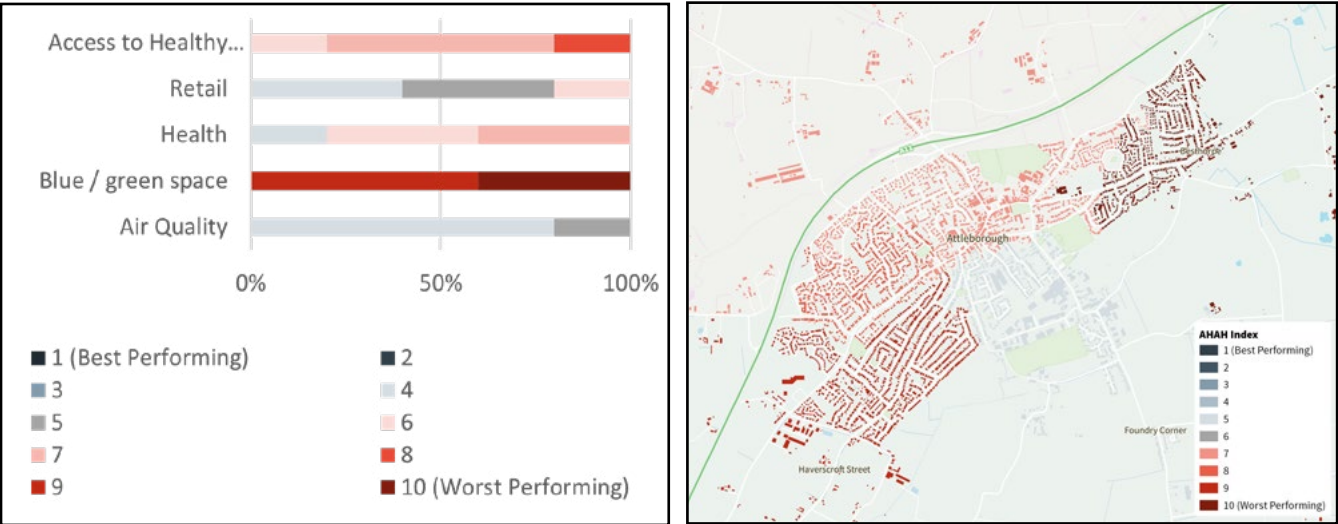
**Health and leisure facilities are oversubscribed, and demand will further increase due to a growing and ageing population...**

A recent study by the UEA with Attcare found Attleborough's GP surgery has the largest patient list in all of Breckland. We have an ageing population, with over 24% of residents aged 65+ (above the national average), driving demand for increasingly complex health care needs.

The new SUE development will bring 4,000 new homes to our town and will significantly expand the town's population. The SUE is expected to deliver funding for new healthcare facilities in our town and it is important that this delivers a modern and integrated system to support both our new and existing residents alike.



Figure 14 Access to Health Assets and Hazards Index



Source: Access to Health Assets and Hazards Index

**We must also expand and improve our leisure facilities and green space to meet new and existing resident needs...**

Our town has some valuable sports facilities including the Attleborough leisure centre, football clubs, rugby clubs and a skate park. However, the Attleborough FC junior football club is known to be oversubscribed and we have few theatre, music or other recreational clubs especially for young people.

Some of our residents also have poor access to adequate green space (such as parks or recreational space) and blue space (such as rivers or canals). Overall scoring by the multi-dimensional Access to Healthy Assets and Hazards Index shows that this is most acutely affecting the town's periphery particularly to the south of the town centre.

Provision of active and passive green infrastructure as part of the SUE will be integral to creating healthy, balanced communities. The development of the SUE will deliver provision of active and passive green infrastructure including the new Linear Park. This will be integral to creating healthy, balanced communities.

We need to make our town an attractive place for people to live and work. This will also help us to attract young and high-skilled residents to the new SUE development. Provision of active and passive green infrastructure as part of the SUE will be integral to achieving this and creating healthy, balanced communities. We must ensure that this is accessible to all of our community.

**Attleborough's Strengths and Opportunities**

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

- **Attleborough SUE bringing new investment and residents to the town:** Attleborough's resident population will grow significantly once the SUE is completed. The vision of the SUE is to create sustainability-focused, high quality neighbourhoods, streets and green spaces. The emphasis on family housing (3+ bedrooms) will attract a younger generation and help to rebalance the population profile of the town.

The Teenage Market



Source the Teenage Market, 2022

- **Growing businesses and young entrepreneurs:** Compared with other market towns, Attleborough has a growing business base, particularly in the manufacturing and engineering sectors. One of the most popular cafes in town 'Bakeaholics UK' is owned by a young 19-year-old and now has over 27,000 social media followers. This demonstrates that Attleborough can give young entrepreneurs a platform to thrive.
- **Anchor businesses:** The town has several 'anchor' businesses which provide employment to both locals and beyond, including Banham Poultry which has been an important business for Attleborough since 1965.
- **Active community participation:** Attleborough has many active community organisations such as St Mary's Church, the Light House Charity and the Scouts Groups. All help to run outreach programmes to provide services to the community and help the town thrive.
- **Ongoing Investment:** Additional investment has already been committed to Attleborough Sports Hall and Attleborough Recreation Ground playing fields with money raised by the Town Council and community groups. In addition a total of £4.6 million has been invested into recent layout and highway improvements to cover a two-way system on Surrogate Street, improvements on Connaught Road and resurfacing and reduced vehicular access to Queens Square.



- **Proximity to Wymondham, Snetterton and Hethel Innovation Centre:** Attleborough is close to a number of commercial hubs and as a result many supply chain businesses have located in the area. Many of Attleborough's manufacturing businesses started life in Hethel innovation centre and relocated to grow-on space in Attleborough.
- **Situated on the Norwich-Cambridge Tech Corridor:** Attleborough is at the midpoint between Cambridge and Norwich and provides a good geographical location for growing tech companies. To optimise this, more needs to be done to ensure the town has adequate infrastructure and premises to support growth.
- **Attractive place to live:** Attleborough's charming heritage buildings make it an appealing place to live and will continue to draw in new residents. Investments into Queens Square make a key focal point in the town centre.
- **Proximity to the countryside:** Attleborough is in the heart of Norfolk's green landscape, in proximity to the beautiful coastline and Norfolk Broads.

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

Public Realm with seating Queens Square



Source: WMT, 2022

Buildings on North Side of Queens Square



Source: WMT 2022

Church Street



Source: MWT, 2022

St Mary's Church



Source: WMT 2022

Attleborough Sports Hall



Source: WMT, 2022

Attleborough Recreation Ground



Source: WMT, 2022



03

# Attleborough's Future: The Next Ten Years





Attleborough's Future


The Next Ten Years

This Town Delivery Plan capitalises on Attleborough's strengths and addresses its challenges. It will enhance our position as a community and service hub and ensure the town meets the future needs of residents, businesses, visitors and community groups as well as those in surrounding rural communities. It is our blueprint to level up Attleborough.

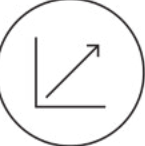
Aspiration for Attleborough

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


**Spur** sustainable living so residents can live, work and engage in leisure/ community activities by cycling and walking within 20 minutes.




**Grow** the size of the economy and diversify the sector mix to enhance economic resilience and create more opportunities for our business and residents.




**Raise** aspirations, opportunities, and skills particularly for young people. Allowing all our residents to reach their highest potential.



**Unlock** assets and sites that will enhance provision for deprived groups and improve leisure and access to green space.



**Integrate** growth of Attleborough town so that the SUE benefits new and existing residents and businesses.



Exchange Street



Source We Made That, 2022

Aspiration Realised

This aspiration will be realised through:

1. Actively perusing and prioritising four **high-impact game changing interventions**.
2. Supporting and endorsing a series of **long-term high-impact proposals**.
3. Delivering **tactical short-term interventions** that rapidly deliver highly visual improvements.

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

Attleborough 20 Minute Town

A 20-minute neighbourhood is a place that is designed so residents can meet their everyday needs within a 20-minute walk of their home; through access to safe walking and cycling routes or by public transport.

Everyday needs include access to education, work, grocery stores, healthcare, banking, exercise venues and leisure activities.

Church Street



Source We Made That, 2022



# Becoming a 21<sup>st</sup> Century Market Town

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

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

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

21<sup>st</sup> century market towns are needed now, and Attleborough and Breckland's other towns can become models for other areas. This includes evolving the local offer in response to the trends associated with COVID-19, but also ensuring that it adapts to wider shifts relating to the future of the high street and local economies.

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

1

### Spaces for hybrid working

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

2

### Homes for different groups

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

3

### First class digital infrastructure

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

4

### Strategic active travel networks

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

5

### Easy access to major employment centres

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

6

### A full service offer within easy reach of homes

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

7

### Diverse and experiential centres

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

8

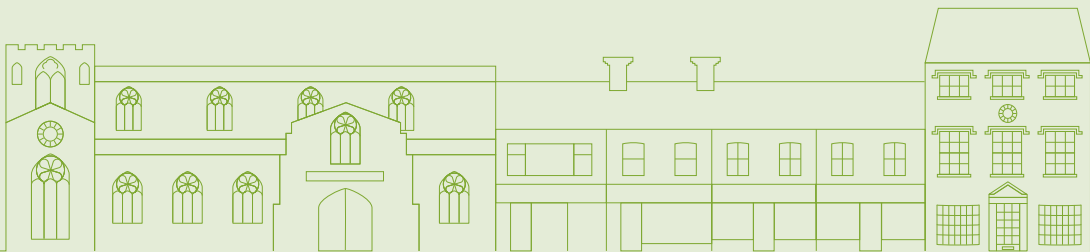
### Strong and resilient local economies

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

The interventions set out in this document embrace these principles. They will help Attleborough become a true 21<sup>st</sup> century market town that is home to a diverse range of people and businesses. People who live in our town will have easy reach to neighbouring towns and cities, but will choose to work, relax, shop, learn, volunteer, socialise, exercise and meet locally. They will:

- Travel more sustainably for work and leisure both within the town and to neighbouring towns / commercial areas using enhanced walking and cycling infrastructure.
- Work in high quality new employment spaces located in the town centre and on the edge of town.
- Use enhanced leisure, cultural and arts facilities to socialise, have fun and live more healthy lives.
- Be able to access adequate green and blue infrastructure
- Use the diversified town centre more often to eat, drink, meet, unwind and socialise with other people.
- Have more choice about where and how to live within the town.

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



Building the Plan

This Town Delivery Plan is underpinned by the latest available evidence and extensive local engagement. Its production has been co-ordinated by Breckland Council with Hatch and We Made That, but has been developed by and is owned by ‘us’ – the residents, businesses, organisations and public bodies with a stake in Attleborough.

Touchpoints

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

1. **One-to-one consultations:** In-depth consultations were held with local stakeholders. These conversations explored a wide range of topics, including stakeholders' views on Attleborough's strengths and weaknesses, their aspirations for the future and potential interventions that could deliver transformative impacts.

2. **Meet the team event:** An online meeting was held with local people to introduce them to the consultant team and Breckland Council's **Future Breckland: Thriving People and Places** programme. Attendees were given an opportunity to ask questions, share their aspirations for Attleborough and sign up for additional engagement events.

3. **Online survey:** A website was set up to provide information to the public about the Town Delivery Plan process and the opportunities available to engage. A short survey was included for people to express their views on the future of the town.

4. **Walking workshop:** A walking workshop was held with consultants, stakeholders, Attleborough Town Council and Breckland Council officers. This allowed stakeholders and officers to share their views about different parts of the town and the types of interventions needed.

5. **SWOT workshop:** An online SWOT workshop was held to have an open discussion with members of the public about their thoughts on the strengths, weaknesses, opportunities and threat aspects of the town.

6. **Market stalls:** An in-person market stall was held at the Saturday market to introduce local people to the project and gain insights into their thoughts about the town and how it could be improved.

7. **Interventions workshop:** An in-person workshop was held to discuss a long list of emerging proposals, so that members of the public and stakeholders could contribute thoughts and ideas, as well as letting the consultant team know which proposals they felt should be prioritised. The conversation and findings were taken into account before the short list of interventions was agreed.

8. **Online draft report:** The draft Town Delivery Plan was published online for public comment. The report was amended in response to comments received.

9. **Feedback from consultation** was used to develop the **final report**.

40

Around 21,300 people have been engaged as part of this process from a wide range of different group<sup>3</sup>. Key stakeholders engaged include representatives from Attleborough Town Council, Attleborough Academy, Primary School, St Mary's Church, Light House Charity, Snetterton Business Park, Breckland Council and Norfolk County Council.

In person consultation sessions were held at the Wednesday Market on Queens Square. An in person shortlisting workshop was held at Attleborough Town Hall. A series of youth Workshops were held with children and young people. Many other residents, businesses, charities and third sector organisations were also involved in the development of this document.

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

Intervention Workshop

Market Stall Event

Source: We Made That 2021

Source: Breckland Council 2021

Intervention Workshop

Market Stall Event

Source: We Made That 2021

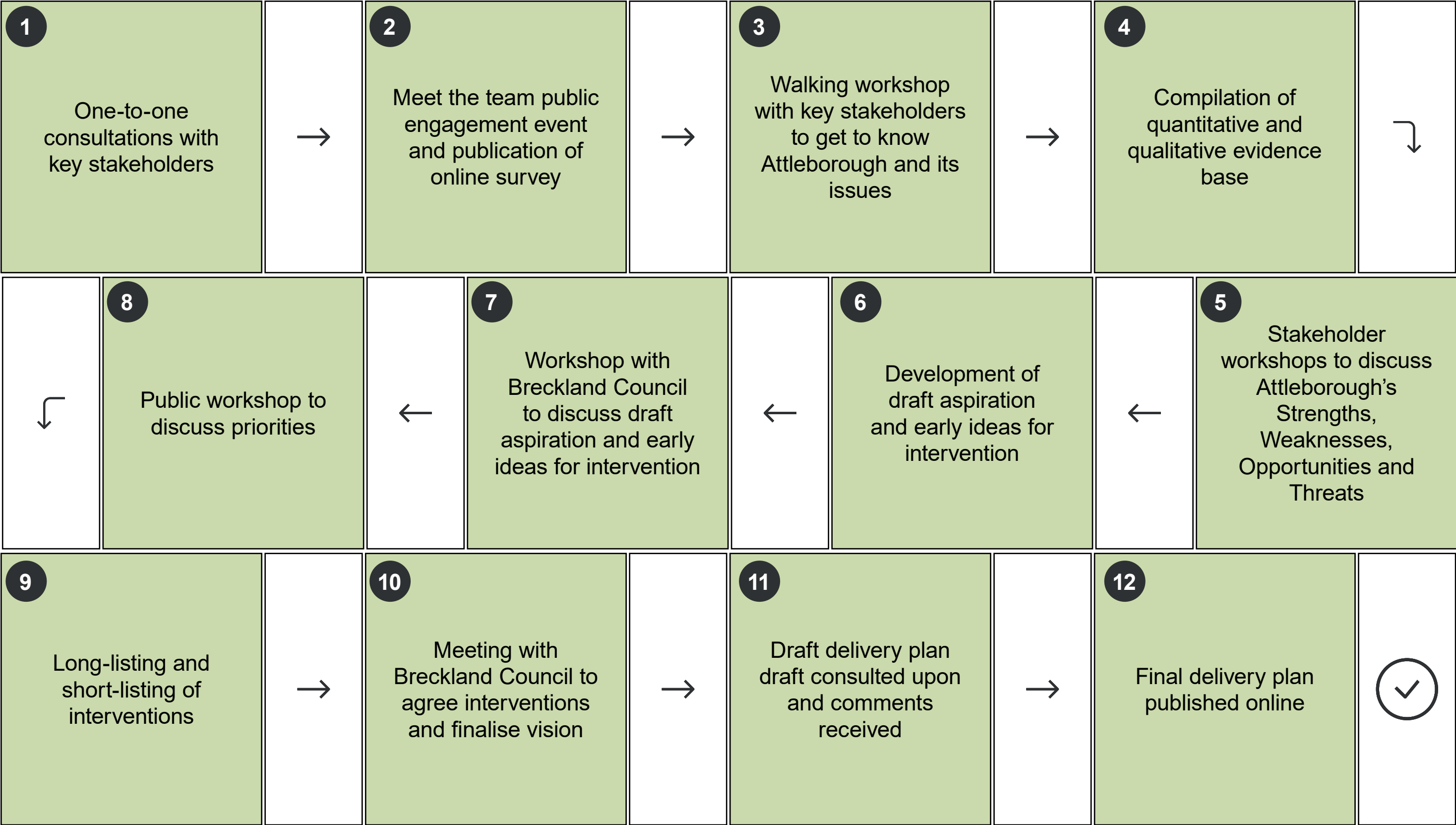
Source: We Made That 2021

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

41



Figure 15 Building Attleborough's Town Delivery Plan



Source; Hatch, 2021

Selecting the Game Changing Interventions

Four game changing interventions have been selected to transform Attleborough. These are:

- 1. Integrate Attleborough
- 2. Commercial Attleborough
- 3. Connected Attleborough
- 4. Engaged Attleborough

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

- Help to deliver our aspiration for Attleborough.
- Contribute to Breckland Council's overarching Future Breckland: Thriving People and Places objectives (See Chapter 1: Attleborough's Town Delivery Plan).
- Align with the themes of major Government funding pots (e.g. town centre regeneration, cultural investment, active travel and policy priorities such as the Levelling Up agenda).
- Complement existing activity and policy aspirations for Attleborough from different partners.
- Align with Breckland Council's Corporate Plan 2020-2023.
- Complement and integrate with one another to deliver positive change.

These interventions were selected using a robust prioritisation process that aligns with Government's methodology for developing place-based plans and securing public sector investment. This involved scoring a long list of around 20 potential interventions that emerged through the engagement process against five 'success factors':

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

Each intervention was given a score for each 'success factor' by the independent consultant team. The highest scoring interventions were added to a shortlist – but given the focus on delivering transformational change only those with a high score for 'impact' were eligible for this list.

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

This prioritisation process is important because, while all the interventions on the long list have merit, it is not feasible or realistic for partners to deliver all of them given the current funding climate and resource capacity. This process enables our town's limited resources to be directed to projects that will deliver the biggest impact for Attleborough.

Some interventions have not made the short list but are still considered as important by partners and our community. The game changers will therefore be complemented by (a) the delivery of some **tactical short-term interventions** from the long list that will rapidly deliver highly visual improvements and, (b) through the provision of support for a series of **long-term high-impact proposals**.

Table 1 Contribution of Game Changing Interventions to the Attleborough Ambition

Interventions	Attleborough's Ambition				
	1	2	3	4	5
<b>Connected Attleborough:</b> Linking to Employment Centres					
<b>Integrated Attleborough:</b> Integrating the Town Growth					
<b>Engaged Attleborough:</b> Developing Youth and Leisure Facilities					
<b>Commercial Attleborough:</b> Facilitating Business					
<b>Key</b>	1. Strength of demand		4. Scale of costs		
	2. Stakeholder buy in		5. Timescales for delivery		
	3. Delivery Complexity				
	Very Strong/Feasible				
	Strong/Feasible				

Contributing to Breckland-Wide Objectives

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



Catalysing Positive Change

Public sector investment is required to unlock our opportunities and kickstart catalytic change. This is because several market failures are holding the town back:

<p><b>1. Commercial Viability Gap:</b> Commercial rents are comparatively low making most investments unviable without public sector support. Housing is more profitable than commercial space so is prioritised by developers over employment space.</p>	<p><b>2. Abnormal Costs:</b> Much of the town centre is within a conservation area with historic properties that are difficult and expensive (e.g. higher abnormal costs) which can deter investors.</p>	<p><b>3. Public Goods:</b> Public realm, transport infrastructure and some commercial properties are the responsibility of public bodies or third sector organisations and therefore require active intervention.</p>
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Investment in the interventions set out in this document will address these market failures and deliver positive change. This is summarised in our Logic Model overleaf – this captures the rationale for the interventions and illustrates how they will deliver positive impacts for both Attleborough and Breckland.

Queens Square



Source We Made That, 2022

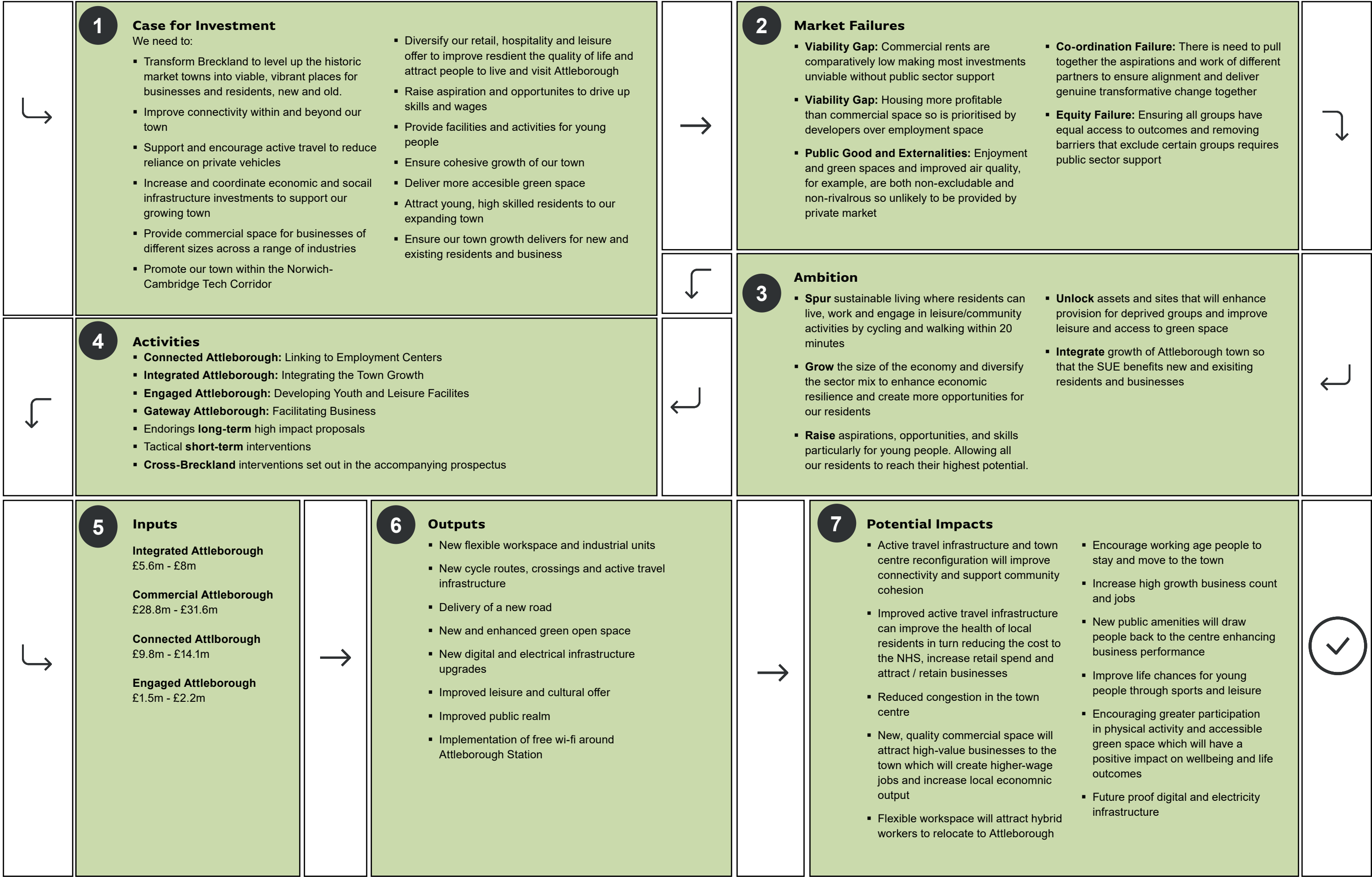
Logic Model

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

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

- **Attleborough's Neighbourhood Plan (2016-2036):** This sets out Attleborough Town Council's aspiration for the town to become a well-connected and flourishing market town with a range of high quality homes, employment opportunities, public services and appropriate infrastructure.
- **Breckland's Local Plan (2019-2036):** This summarises Breckland District Council's ambition to deliver 15,000 new homes and 64 Hectares of employment land across the district by 2036.
- **Norfolk's Strategic Planning Framework (2019+):** This details a collective spatial vision for Norfolk that reflects the aspirations of all the county's Local Planning Authorities. The vision focuses on strengthening the regional economy, increasing resilience to climate change, regenerating settlements, meeting housing need and building excellent physical and digital connectivity.
- **Norfolk's Together, For Norfolk Plan (2019-2025):** This is Norfolk County Council's plan for the future of the county and it sets out a commitment to invest in Norfolk's growth and prosperity by: (1) focusing on inclusive growth and improved social mobility; (2) encouraging housing, infrastructure, jobs and business growth; (3) developing the workforce to meet the needs of local businesses; and, (4) reducing the impact of economic activity on the environment.
- **Norfolk's Draft Transport Strategy (2021-2036):** This sets out Norfolk County Council's aspiration to improve the county's transport system by embracing the future, prioritising sustainable travel, improving connectivity and increasing accessibility.
- **Norfolk's Rural Strategy (2017-2020):** This sets out Norfolk County Council's vision for rural Norfolk which is focused around exploiting future growth opportunities by embracing technology-led growth, creating a world-class environment to live, work and visit and delivering a competitive land-based industry.
- **Draft Norfolk's Cycling and Walking Action Plan (2016):** This sets out Norfolk's County Council's vision for walking and cycling. It focuses on encouraging more people to walk and cycle to places of work, education and leisure and making walking and cycling normal activities for most people most of the time.

Figure 16 Attleborough's Logic Model





The background image shows a park scene. On the left, there is a large, leafless tree. In the middle ground, a two-story brick building with white window frames is visible. A flagpole stands in front of the building, flying a Union Jack. The foreground features a paved path, a black metal railing, and a green planter box. The entire image is overlaid with a semi-transparent green filter.

**04**

Attleborough's  
Game Changers:  
Enabling  
Transformative  
Change



# Attleborough's Game Changers

## Enabling Transformative Change

Figure 17 Overview of Interventions

1. Integrated Attleborough

1.1

Improve the cycling and walking crossings over the railway line between Attleborough Town Centre and the SUE at Station Road, Flowers Lane, Leys Lane and Norwich Road.

1.2

Provide or improve footways linking new and old town, particularly south along Station Road.

1.3

Deliver pocket parks between London Road and the A11 in the south-west of Attleborough.

1.4

Deliver the second stage of the Link Road for Phase 2 of the Attleborough SUE development.
2. Commercial Attleborough

2.1

Develop National Rail Buildings by Attleborough Station into an office hub with 5G and super-fast broadband.

2.2

New public space adjacent to Attleborough Station car park with public Wi-Fi, new retail units, planters and a coffee kiosk.

2.3

New commercial development between London Road / A11 and Breckland Lodge / Wellington Street.
3. Connected Attleborough

3.1

Cycle and walking links to integrate Attleborough with key employment and services areas of Snetterton, Wymondham and Hethel.

3.2

Repair and integrate existing cycleway

3.3

Improved cycle crossings over the A11 especially B1107 Queens Road W Carr Road.
4. Engaged Attleborough

4.1

Deliver a new 3G football pitch at Attleborough Academy for community and student use.

4.2

New youth hub delivered as part of the wider development at Old Brush Factory site.
- 4.3

Making improvements to existing recreational sites to provide flood lights, improved training facilities and increased accessibility i.e. at Attleborough Recreation Ground.
5. Attleborough's Quick Wins: Short-Term Tactical Interventions

5.1

Placemaking and wayfinding interventions; improve market facility, improvements to Queen's Square, tree lining, improved accessibility and better wayfinding.

5.2

Health and active travel improvements; add traffic control measures to Connaught Road, town centre junction, add electric charging points, add cycle parking.

5.3

Support business; improve loading bays in the town centre.

5.4

Further improve the lives of young people; improve Scouts space behind Attleborough Recreation Park.

5.5

Improve bus shelters and notice boards providing real time information at existing bus stops.

5.6

New multisport Wheel Park at the Attleborough Recreation Ground to enhance current sports provision.

5.7

Brand new and extended play area at the London Road/Cedar Drive recreation space
6. Long term endorsements

6.1

Supporting vocational and technical offer for 16-19 year-olds: opportunity sites include the Old Brush Factory and Attleborough Library.



Source: Source: We Made That, 2022



1. Integrated Attleborough

<p><b>Project Description</b></p> <p>The Attleborough SUE will deliver up to 4,000 new homes bring largescale population growth to the area. The development of shared community and social assets will help integrate new and existing residents and deliver a sense of community, local pride and belonging.</p> <p>This project seeks to develop a series of community assets to be shared across the town. They range from green spaces to integrated health and social care facilities. To unlock these projects, at the heart of this intervention is the development of a Greater Attleborough Partnership to bring together the landowners of the SUE, Breckland District Council, Attleborough Town Council and other relevant service delivery and community partners.</p> <p>The Partnership will steer social and community assets with the following principles. All new assets should:</p> <ul style="list-style-type: none"><li>▪ Be accessible to new and existing residents,</li><li>▪ Be considered against the demands and needs of potential new residents, and</li><li>▪ Be resilient to current and future needs.</li></ul> <p>One of the most immediate barriers between the existing and new development in Attleborough is the railway line, which directly cuts between the two.</p> <p>Alongside establishing a Partnership, this project will prioritise minimising the physical divide with the following measures:</p> <ul style="list-style-type: none"><li>▪ Secure funding for a new link road</li><li>▪ Improve the walking/cycling crossings over the railway line at Connaught Road, Flowers Lane and Leys Lane that are currently unsuitable for safe and easy crossing. These will be linked to exist,</li><li>▪ Provide or improve footways linking new and old town, particularly along Station Road (south of Attleborough Station).</li><li>▪ Deliver pocket parks between London Road and the A11 in the south-west of Attleborough Town Centre to extend the proposed Linear Park and create a continuous shared green space between existing and new communities, and</li><li>▪ Deliver the second stage of the Link Road for Phase 2 of the Attleborough SUE development (which should additionally help reduce local congestion). The Link Road should be made appropriate for cycle users to encourage active travel.</li></ul> <p>Improving active travel and expanding shared assets and spaces will help Attleborough to become a 20 minute town and a more attractive place to live.</p>			
<p><b>Existing Site Photographs</b></p> <table><tr><td><p><b>Leys Lane Crossing</b></p></td><td><p><b>Flowers Lane Managed Car Crossing</b></p></td></tr></table> <p>Source: Town Council, 2022</p> <p>Source: google street view, 2022</p>		<p><b>Leys Lane Crossing</b></p> 	<p><b>Flowers Lane Managed Car Crossing</b></p> 
<p><b>Leys Lane Crossing</b></p> 	<p><b>Flowers Lane Managed Car Crossing</b></p> 		
<p><b>Delivery Partners</b></p> <ul style="list-style-type: none"><li>▪ Norfolk County Council; Attleborough Town Council; Breckland Council; Ptarmigan; Homes England and Greater Anglia Railways</li></ul>			

<p><b>Project Rationale</b></p> <ul style="list-style-type: none"><li>▪ Support Attleborough's ambition to become a 20-minute town</li><li>▪ Ensure community and social cohesion between current residents and future SUE residents</li><li>▪ Address physical barriers and limited public transport links to reduce car usage and prevent congestion and pollution</li><li>▪ Increase the availability of green space (such as parks or recreational space) and blue space (such as rivers or canals)</li><li>▪ Improve walking and cycling infrastructure to help overcome public transport limitations</li></ul>
<p><b>Strategic Alignment</b></p> <p><b>Attleborough Ambition:</b></p> <ul style="list-style-type: none"><li>▪ Will improve linkages between Attleborough SUE and Town Centre to create one joined up town</li><li>▪ Will improve links across the Railway meaning Attleborough is no longer land locked</li><li>▪ Improve connections between green space in the town centre</li><li>▪ Create shared services between the two towns to encourage the flow of residents</li></ul> <p><b>Breckland Objectives:</b></p> <ul style="list-style-type: none"><li>▪ Delivers Attleborough as one cohesive town</li><li>▪ Will enhance physical infrastructure making it easier for residents, visitors and workers to move around</li><li>▪ Will improve sustainability by providing a green and low carbon alternative to driving</li><li>▪ Will deliver improved cohesive shared services</li></ul> <p><b>Government Ambitions:</b></p> <ul style="list-style-type: none"><li>▪ Aligns with Government's focus on Active Travel, particularly the new 'Gear Change' policy which sets out a plan to deliver a step change in walking and cycling provision</li><li>▪ Aligns with the Levelling Up White Paper ambitions to restore a sense of community, local pride and belonging</li></ul>
<p><b>Estimated Costs</b></p> <ul style="list-style-type: none"><li>▪ The suite of interventions could include some of the following;<ul style="list-style-type: none"><li>• Implementation of the second phase of the Link Road c£4,380,000</li><li>• Level crossing improvements outside Attleborough Station c£620,000</li><li>• Improvements to Flowers Lane c£210,000 m</li><li>• Improvements to Leys Lane crossings including a potential footbridge c£210,000</li><li>• Implementation of Pocket Parks c£180,000</li><li>• Improve footpaths running north and south along Station Road c£20,000</li><li>• Professional fees c£1,349,000</li></ul></li></ul>
<p><b>Potential Funding Mechanisms</b></p> <ul style="list-style-type: none"><li>▪ Public sector grants (e.g. Levelling Up Fund and Active Travel Grants); Developer contributions (e.g. s106); Public sector finance (e.g. National Infrastructure Bank and Public Works Loan Board); Local public bodies</li></ul>
<p><b>Next Steps</b></p> <ul style="list-style-type: none"><li>▪ Breckland District Council will work with the SUE landowners and Norfolk County Council to deliver the case for a full Link Road.</li><li>▪ Support the ongoing Norfolk Local Cycling and Walking Infrastructure Plan by developing preferred options for railway crossing and routes</li><li>▪ Complete feasibility studies for new community and social assets including green spaces and facilities, including a health centre.</li><li>▪ Establish the Greater Attleborough Partnership Steering Board</li></ul>

1. Integrated Attleborough...continued

<b>Indicative Timescales</b> <ul style="list-style-type: none"><li>▪ Deliver the link road<ul style="list-style-type: none"><li>• Short term (0-2 years): complete outline business case</li><li>• Medium term (1-4 years): secure funding for initial phases of the link road</li><li>• Long term (1 – 15 years): full Link Road will be delivered during the lifetime of the SUE development</li></ul></li><li>▪ Active Travel Improvements and new community and social assets<ul style="list-style-type: none"><li>• Short term (0-2 years): feed into local walking and cycling plans, develop initial designs for the preferred railway crossings and preferred routes into the town centre.</li><li>• Medium term (1-4 years): Develop detailed designs and seek statutory consents for the preferred railway crossings and preferred routes into the town centre.</li><li>• Long term (5 – 15 years): Raise capital funding and implement new crossings and routes</li></ul></li><li>▪ Greater Attleborough Partnership Steering Board<ul style="list-style-type: none"><li>• Nominate the representatives and develop the memorandum of understanding for the Greater Attleborough Partnership Steering Board (0-1 year)</li></ul></li></ul>	
<b>Potential Outputs</b> <ul style="list-style-type: none"><li>▪ Three new railway crossings</li><li>▪ Approximately 2.5 km Link Road</li><li>▪ Approximately 0.4 hectares of pocket parks</li><li>▪ 50 m<sup>2</sup> improved footpaths linking the Town Centre to Attleborough SUE</li><li>▪ A new overarching delivery board steering integrated services for the existing town and Attleborough SUE</li></ul>	
<b>Potential Impacts</b> <ul style="list-style-type: none"><li>▪ Increased Integration between Attleborough Town Centre and the SUE<sup>4</sup></li><li>▪ Improved health and wellbeing of residents which has implications for employers and productivity<sup>5</sup></li></ul>	
<b>Project Examples</b> <ul style="list-style-type: none"><li>▪ <u>Connecting Colliers Wood, London</u> - Public realm enhancements to strengthen connectivity and local identity. The scheme addresses routes to the high street, encourages street activity and re-establishes the presence of River Wandle and Wandle Park through the use of street furniture, lighting and hard and soft landscaping.</li><li>▪ <u>Ellenor Fenn Pocket Park, Dereham</u> – transformed old waste ground into a community pocket park which opened in 2022. Ellenor Fenn is a local philanthropist who started the first Sunday school in Dereham in the 1800s. The garden follows Ellenor's progressive ideas for educating children with bird boxes, bug houses and blackboard in the children's area.</li></ul>	

4. Transport for London report that walking and cycling investments can increase retail spend by up to 30%. Research from the University of Birmingham shows that cycle parking delivers 5x more retail spend per sqm than the same area of car parking. The opening of the Venn Bahn Cycle Path in Germany contributed to a 20% increase in accommodation occupancy. Research from HACT calculates the added value of feeling connected to a neighbourhood or place at £3,753 per person per year.

5. The National Institute for Health and Care Excellence report that people who exercise regularly take 27% fewer sick days than their colleagues. The Department for Transport report that walking and cycling projects deliver £13 of economic value for every £1 invested.





## 2. Commercial Attleborough

### Project Description

Attleborough is in an economically strategic location; we are on the A11 route and have rail links to Wymondham, Norwich and Cambridge.

Our economy is growing but that growth is constrained by the quality and quantity of commercial space available in our town. To support business growth, attract young professionals and provide employment opportunities for our residents we need to ensure an adequate supply of:

- Flexible, co-working, space which is in growing demand to support hybrid working post-COVID,
- High quality office space to meet business needs of different types and sizes
- Industrial space to support our growing manufacturing and engineering businesses and attract new, businesses
- Retail space to diversify our retail and hospitality offer to meet the needs of a growing town.

Collectively, this will enhance the attractiveness of Attleborough as a place to live, work and spend time and money.

This project sets out a number of capital investment projects to support the development of new commercial sites in Attleborough and Snetterton. They include:

- Repurposing Network Rail buildings by Attleborough Station to unlock a high-quality, co-working office hub. The hub will have connectivity to fibre broad band and 5G.
- A new commercial site delivered between the A11 and London Road / Breckland Lodge and Wellington Street.
- Infrastructure to expand the employment land at Snetterton Heath and the employment/retail site between A11 and London Road.

Promotion of Attleborough as an attractive commercial location within the Norwich-Cambridge Tech Corridor.

### Existing Site Photographs

#### Attleborough Station, Greater Anglia Railway



Source: We Made That 2022

#### Snetterton Business Park



Source: Snetterton Business Park

### Delivery Partners

- Attleborough Town Council; Breckland Council; Network Rail; landowners; workspace operators; local businesses

### Project Rationale

- Supports the idea of Attleborough being a 20 minute town, somewhere to live, work and undertake leisure activities
- Addresses limited commercial property availability and introduced high-quality flexible office space into the town
- Attleborough has a burgeoning manufacturing and engineering sector. Consultations highlighted how many of these high growth firms struggle to find space in town to accommodate their growth
- Rise in remote working post covid presents opportunities for flexible 'touch down' workspace close to where people live
- Limited retail and hospitality offer constrains the attractiveness of our town as a place to live, visit and spend time

### Strategic Alignment

#### Attleborough Ambition:

- Will provide new space for businesses which will help grow and diversify the local economy
- Projects will activate assets and sites that will enhance the town's role as an important service hub
- Will help Attleborough become a 21<sup>st</sup> century market town due to the introduction of flexible workspace that supports hybrid working and allows people to work and set up businesses close to where they live

#### Breckland Objectives:

- Increase in workers in and around the town will support the regeneration and rejuvenation of the town centre through increased local expenditure
- New commercial space will help increase the size, value and diversity of Breckland's economy
- Will support inclusion and skills if some space is let at affordable rates and if operators offer business support

#### Government Ambitions:

- Aligns with broader policies including the UK Industrial Strategy, New Anglia's Draft Local Industrial Strategy, Breckland Council's Corporate Plan and Breckland Council's Core Strategy, as well as priority investment areas identified as part of Government's recent regeneration funding pots (i.e. Future High Street Fund, Stronger Towns Fund and Levelling Up Fund)

### Proposed Actions

- Station Gateway and Workspace Hub. Work with Network Rail on redevelopment of Attleborough station buildings and introduction of retail kiosks around the station
- Feasibility study to identify enabling infrastructure requirements to bring industrial land between A11 and London Road commercial investment-ready
- Undertake a property review to identify future potential sites for offices and commercial space around Attleborough
- Promote Attleborough as an emerging commercial hub in the Cambridge to Norwich Tech Corridor by developing branding and marketing materials.

### Estimated Costs

- The costs for the employment sites are not necessarily estimates of the public sector spending required. It may be possible for the private sector to deliver them or it may need some public funding or a joint venture to fill viability gaps. The costs also do not take into account any returns the Council may receive for redevelopment and activation of its own assets/sites.
  - Enabling infrastructure to make ready commercial site between London Road and the A11 / Breckland Lodge and Wellington Street c£28,900,000<sup>6</sup>.
  - Capital costs to develop the Network Rail buildings into commercial space c£1,800,000
  - Delivery of public wi-fi Attleborough Station c£60,000
  - Public Realm Improvement at Attleborough Station c£880,000

6. Enabling works include; strategic earthworks, highways, drainage, utilities, landscaping and pedestrian / cycle network, noise attenuation, waste management.

## 2. Commercial Attleborough...continued

<b>Potential Funding Mechanisms</b> <ul style="list-style-type: none"><li>Public sector grants (e.g. Levelling Up Fund and Shared Prosperity Fund); Public sector finance (e.g. Public Works Loan Board); Local public bodies (e.g. Breckland Council's Commercial Property Investment Portfolio); Private sector investment (e.g. Municipal Bond Agency); Developer contributions (e.g. s106)</li></ul>			
<b>Next Steps</b> <ul style="list-style-type: none"><li>Undertake infrastructure study for Manufacturing Enterprise Park Snetterton and industrial lane between A11 and London Road; secure funding for capital works required for infrastructure improvements.</li><li>Employment land review</li><li>Develop initial designs for Network Rail Buildings and wider station improvements; develop detailed designs; secure funding; secure planning permission; capital works.</li><li>Develop branding and marketing strategy and materials</li></ul>			
<b>Indicative Timescales</b> <ul style="list-style-type: none"><li>Short-Term (0-2 Years): develop infrastructure study for Manufacturing Enterprise Park Snetterton and the commercial land between A11 and London Road, develop initial designs for Network Rail Buildings and wider station improvements, employment land review to identify new commercial sites, develop branding and marketing material.</li><li>Medium-Term (1-5 Years): submit capital funding bid for infrastructure improvements to expand and develop commercial lands (including at Snetterton, between A11 and London Road and any other feasible sites identified), develop detailed designs on the Network Rail buildings by Attleborough Station, execute marketing strategy.</li><li>Long Term (5-10 Years): Develop and deliver additional commercial land, Office Hub at National Rail Buildings and station enhancements.</li></ul>			
<b>Potential Outputs</b> <table><tr><td><ul style="list-style-type: none"><li>Circa 500 sqm of commercial space at Network Rail</li><li>New commercial site on 17 hectares of space between A11 and London Road</li></ul></td><td><ul style="list-style-type: none"><li>Deliver public wi-fi at Attleborough Station</li><li>Public Realm Improvement at Attleborough Station 2,000 m2</li></ul></td></tr></table>		<ul style="list-style-type: none"><li>Circa 500 sqm of commercial space at Network Rail</li><li>New commercial site on 17 hectares of space between A11 and London Road</li></ul>	<ul style="list-style-type: none"><li>Deliver public wi-fi at Attleborough Station</li><li>Public Realm Improvement at Attleborough Station 2,000 m2</li></ul>
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<b>Project Examples</b> <ul style="list-style-type: none"><li><u>Business Terrace, Maidstone</u>: High-quality flexible workspace providing space to support the acceleration of start-ups and small businesses. Tenants have access to office space, meeting space and a range of amenities as well as business support. This is the type of model to attract higher value businesses, which can support small businesses to grow.</li><li><u>Mixed Use Business Park, Hatfield</u>: A mixed use development set within a carefully landscaped environment. The park sits on 400 acres of the former Hatfield Aerodrome. The park now hosts 3.5 million sq ft of business space creating 13,000 jobs. There are additionally 18 retail units, Europe's largest Health and Racquets club, a police station and a university campus.</li></ul>			

Business Terrace, Maidstone



Source: Business Terrace Maidstone

Mixed Use Business Park, Hatfield



Source: Mixed Use Business Park, Hatfield


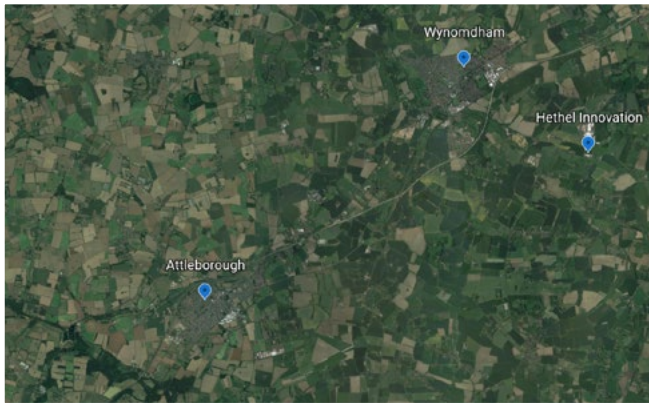
Figure 19 Commercial Attleborough: Facilitating Business (High-Level Illustrative Visual)



Source: We Made That, 2021



3. Connected Attleborough

<div><div><div>Project Description</div><div><p>Attleborough is well located along the Norwich-Cambridge Tech Corridor and close to commercial hubs such as Snetterton (9km) and Wymondham (10km). The town also benefits from a relatively flat topography. However, Attleborough is land-locked by a railway line to the south and the A11 to the north. There are currently limited walking and cycling routes out of the town and infrequent buses. Consequently, there is a high dependency on cars to access Snetterton and Wymondham and insufficient cycle and pedestrian crossings over the railway line and A11.</p><p>This intervention will improve active travel between Attleborough and key commercial areas by delivering;</p><ul style="list-style-type: none"><li>New cycle routes to Wymondham, Hethel Innovation and Snetterton will be delivered</li><li>New fit for purpose cycle/walking routes crossings over the A11 especially at B11077 Queens Road.</li><li>Repair and integrate existing cycleway</li></ul></div></div><div><div><div>It will be important for these routes to link to existing cycle/walking routes through the town centre as well as the likely routes in the SUE. As the Norfolk County Council Cycling and Walking Infrastructure Plans are currently under review it will be important to ensure this project is considered within those plans. To encourage take up of active travel all routes should have improved wayfinding and lighting.</div><div><p>This project will expand work opportunities for residents and help businesses in Wymondham or Snetterton to work more collaboratively with businesses in Attleborough.</p></div></div></div></div>	
<div>Existing Site Photographs</div> <div><div><div>Business Park at Thurlow Nunn Standen</div><div></div><div>Source: We Made That</div></div><div><div>Aerial View of Attleborough in location to main commercial areas</div><div></div><div>Source: Google Earth</div></div></div>	
<div>Delivery Partners</div> <div><ul style="list-style-type: none"><li>Norfolk County Council; Attleborough Town Council; Breckland Council; Land Owners (yet to be identified)</li></ul></div>	

<div><div><div>Project Rationale</div><div><ul style="list-style-type: none"><li>Supporting Attleborough's ambition to become a 20-minute town where residents have convenient access to many of the places and services they use daily including their place of work, schools, parks, healthcare, shops etc.</li><li>Existing physical barriers and limited public transport increase private vehicle usage which creates traffic, congestion and pollution. Attleborough is undergoing a large amount of growth which will exacerbate this if not adequately managed.</li></ul></div></div><div><ul style="list-style-type: none"><li>Businesses are moving to Wymondham and Snetterton as they outgrow their premises in Attleborough. While the 'Facilitating Business' intervention will help to reduce this improved active travel links will allow residents to retain employment with growing employers without leaving or having to use private vehicles.</li><li>Public transport connectivity is limited only 23,000 people within 45 minutes. Nearly 500,000 people are within a 45-minute catchment by car. Improving Walking and cycling will improve that catchment gap.</li></ul></div></div>	
<div><div><div>Strategic Alignment</div><div><div><div>Attleborough Ambition:</div><div><ul style="list-style-type: none"><li>Will improve linkages to key employment sites which will encourage more people to live and work in Attleborough</li><li>Will improve links across the A11 meaning Attleborough is no longer land locked</li><li>Will allow Attleborough to gain from Norwich – Cambridge Tech Corridor by improving collaboration between business areas</li></ul></div></div><div><div>Government Ambitions:</div><div><ul style="list-style-type: none"><li>Aligns with Government's focus on Active Travel, particularly the new 'Gear Change' policy which sets out a plan to deliver a step change in walking and cycling provision</li></ul></div></div></div><div><div>Breckland Objectives:</div><div><ul style="list-style-type: none"><li>Will support inclusion through the creation of a new safe and accessible cycle route between two important commercial nodes</li><li>Cycle routes between Norwich and Wymondham have recently been implemented. This measure will create a full cycle route between Norwich and Attleborough,</li><li>Will enhance physical infrastructure making it easier for residents, visitors and works to move around</li><li>Will improve sustainability by providing a green and low carbon alternative to driving</li></ul></div></div></div></div>	
<div><div><div>Estimated Costs</div><div><ul style="list-style-type: none"><li>The feasibility study for the cycle crossing will give full costs. Initial estimates have been added below:<ul style="list-style-type: none"><li>Cycle route between Attleborough to Snetterton c£3,280,000</li><li>Cycle route between Attleborough to Wymondham c£4,050,000</li><li>Cycle route between Wymondham and Hethel innovation c£2,230,000</li><li>Improved cycle crossings over the A11 c£240,000</li><li>Professional fees for initial study, modelling, planning etc c£2,352,000</li></ul></li></ul></div></div></div>	
<div><div><div>Potential Funding Mechanisms</div><div><ul style="list-style-type: none"><li>Public sector grants (e.g. Levelling Up Fund and Active Travel Grants); Developer contributions (e.g. s106); Public sector finance (e.g. National Infrastructure Bank and Public Works Loan Board); Local public bodies (e.g. Breckland Council, Attleborough Town Council and Norfolk County Council capital funds)</li></ul></div></div></div>	
<div><div><div>Next Steps</div><div><ul style="list-style-type: none"><li>Feed into Norfolk County Council wider Local Walking and Cycling Implementation Plans;</li><li>Breckland / Norfolk to undertake initial studies to assess the most appropriate routes and crossing points;</li><li>Undertake transport modelling of different options to determine the preferred route;</li><li>Develop into detailed design work;</li><li>Breckland District Council / Norfolk County Council to secure land access required;</li><li>Carry out consultation and secure statutory consents;</li><li>Secure funding;</li><li>Implement full capital improvement works in line with detailed design of preferred options.</li></ul></div></div></div>	

3. Connected Attleborough...continued

<b>Indicative Timescales</b> <ul style="list-style-type: none"><li>Short-term (0-1 Years): Full feasibility study and route planning</li><li>Medium-term (1-4 Years): Partial scheme implementing A11 crossings.</li><li>Long-term (5-8 Years): Full scheme linking Attleborough to Shetterton and Wymondham</li></ul>	
<b>Potential Outputs</b> <ul style="list-style-type: none"><li>Over 34 km of new dedicated walking and cycling infrastructure</li><li>Target for 16% of all employees travel by active travel<sup>7</sup></li></ul>	
<b>Potential Impacts</b> <ul style="list-style-type: none"><li>Improved health and wellbeing of residents which has implications for employers and productivity<sup>8</sup></li><li>Improved active travel links to link Attleborough's residents to employment areas</li><li>Connected business areas will find it easier to attract and retain employees.<sup>9</sup></li><li>Establish Attleborough as a forward-facing modern, market town</li></ul>	
<b>Project Examples</b> <ul style="list-style-type: none"><li><u>Cycle lane on Oxford Road, Manchester</u>: Oxford Road Manchester is Europe's busiest bus route. New butch style segregated cycle lanes were added in 2015.</li><li><u>Tonbridge to Tunbridge Wells Cycle Route</u>: Connects the neighbouring towns of Tonbridge and Tunbridge Wells via Tunbridge Wells hospital allowing people to commute between the two locations for work, school and leisure</li><li><u>Westgate Pedestrian and Cycle Bridge, Auckland</u>: The Northwestern Motorway acted as a divide between the east and west Massey. The bridge provides a safe, accessible and active travel route to overcome the physical divide of the town.</li></ul>	

Cycle lane on Oxford Road, Manchester	Westgate Pedestrian and Cycle Bridge, Auckland
	
Source: We Made That, 2022	Source: Westgate Pedestrian & Cycle Bridge, Auckland

7. Draft National Modal Comparisons (Modal comparisons (TSGB01) - GOV.UK (www.gov.uk))

8. The National Institute for Health and Care Excellence report that people who exercise regularly take 27% fewer sick days that their colleagues. The Department for Transport report that walking and cycling projects deliver £13 of economic value for every £1 invested University of Birmingham the Value of Cycling Reports that annualised infrastructure costs in compact, less car-dependent metropolises are 33% less than in low-density, car-oriented 'sprawl'. While a typical "cycling city" could be worth £377 million to the NHS in healthcare cost savings, in 2011 prices.

9. The Value of Cycling' report by Department for Transport, University of Birmingham and Phil Jones Associates finds that cycling reduces absenteeism, boosting productivity: regular cyclists take one less sick day per year



## 4. Engaged Attleborough

## Project Description

Attleborough has valued youth and leisure facilities that support the physical well-being and quality of life of our residents. Provisions include Attleborough Football Club, Scouts Groups, Snooker Hall, Ignite Youth Group and Christian outreach groups.

However, demand for these is high, often exceeding capacity; there is limited active green space and lengthy waitlists at the Attleborough Football Team and Sports Hall. We also lack facilities for arts or theatre groups for all generations, and there is no designated space for young people in the evenings or at weekends.

As our town grows so too does our need for more, and improved, leisure and youth facilities. This will also help us attract new residents, as well as visitors from our surrounding towns and hinterland. This project will undertake a review of current and future needs in youth provision to identify gaps and areas for growth. This will include a demand study and identification of site(s) on which to deliver additional youth and leisure facilities.

As the SUE takes shape some immediate investments can be made to ease existing pressures on our youth and leisure facilities including:

- New 3G Pitch behind the Attleborough Academy with associated changing rooms, flood lights and accessibility improvements,
- Youth hub as part of a wider community centre development,
- Improvements to existing recreational sites to provide flood lights, improved training facilities and increased accessibility.

This will complement the ongoing activities of the community and Town Council e.g. improvements to the Attleborough Sports Hall and new facilities at Attleborough Recreation Ground including a new skate park and gym equipment.

### Existing Site Photographs

## Skate Park Connaught Road



Source: We Made That, 2022

### Scouts Hut, Attleborough Recreation Ground



Source: We Made That, 2022

### Potential Delivery Partners

- Attleborough Town Council, Breckland District Council, Attleborough Academy, Attleborough Football Club and Lighthouse Charity

## Project Rationale

- Lack of youth facilities in our town
- Bring under-used buildings and spaces back into productive use
- Build on recent investments such as the improved Attleborough Sports Hall, Attleborough Recreation Ground and Skate Park, and developing youth hub at the brush factory site
- Increase participation in sport, theatre or arts projects can improve confidence in young people
- Attract new residents and visitors to Attleborough

### Strategic Alignment

### Attleborough Ambition:

- Will unlock a number of assets that will offer enhanced culture / leisure provision for all age groups
- Will unlock assets that will improve the town's role as a community, leisure, culture and service hub

### Breckland Objectives:

- Will improve culture and leisure outreach for Attleborough Town
- Will add to Breckland's rich culture offer by introducing new activities and groups to the area

### Government Ambitions:

- Aligns with Government ambitions to use culture to deliver town centre regeneration as set out in the prospectus for the Stronger Towns Fund and Levelling Up Fund Prospectus

### Estimated Costs

- New 3G Pitch at Attleborough Academy with changing rooms, flood lights and improved accessibility c£1,1230,000
- Improved changing facilities, lighting and accessibility at existing recreational sites c£100,000
- Delivery of the youth hub c£320,000
- Professional fees c£370,000

### Potential Funding Mechanisms



- Local public bodies (e.g. Attleborough Town Council and Norfolk County Council capital funds); Developer contributions (e.g. s106); Public sector grants (e.g. Levelling Up Fund, Shared Prosperity Fund and Community Renewal Fund); Crowd Funding.

## Next Steps

- Develop business case and secure sites and funds for a new youth-oriented leisure facility
- Develop business case and secure funds for 3G pitch at Attleborough Academy, including support facilities
- Develop business case and planning consent for youth hub

4. Engaged Attleborough...continued

<b>Indicative Timescales</b> <ul style="list-style-type: none"><li>▪ Short-term (0-2 years) 3G pitch at Attleborough Academy</li><li>▪ Short-term (0-2 years) Improvements to existing recreation sites including upgrades to facilities</li><li>▪ Medium term (3-5 years) New youth and leisure offer, to complement new youth hub at Brush Factory</li></ul>
<b>Potential Outputs</b> <ul style="list-style-type: none"><li>▪ 4,872 sqm new 3G pitch with 18 sqm new changing rooms and new flood lights</li><li>▪ 18 sqm new changing rooms, floodlights and pavements at existing site</li><li>▪ 100 sqm new youth hub</li></ul>
<b>Potential Impacts</b> <ul style="list-style-type: none"><li>▪ Improved facilities and programmes to improve life chances for our young people<sup>10</sup></li><li>▪ Improved wellbeing of young people achieved by bringing people with shared interests together<sup>11</sup></li><li>▪ Improved local provision will improve the wellbeing of our adult population<sup>12</sup></li></ul>
<b>Project Examples</b> <ul style="list-style-type: none"><li>▪ <u>Clydebank Community Sport Hub, Glasgow</u>: A new £3.5m sport and leisure hub serving Clydebank, Whitecrook and the surrounding rural and urban hinterland. It incorporates a refurbished sports hall, dojang, flood lit 4G pitch, community space and kitchen/bar. The facility was set up by local sports clubs coming together to achieve a common goal and is now operated as a not-for-profit SCIO (Scottish Charitable Incorporated Organisation).</li><li>▪ <u>Copleston High School</u>: New 3G all-weather football pitch delivered with floodlights. The pitch will also be available for community use.</li></ul>

Clydebank Community Sport Hub	Copleston High School, new 3G football pitch
	
Source: Clydebank Community Sports Hub	Source: Copleston High School

10. Students from low-income families who take part in arts activities at school are three times more likely to get a degree. Students from low-income families who engage in the arts are 20% more likely to vote as young adults. Young offenders who take part in arts activities are 18% less likely to re-offend. Research conducted as part of the Art Council’s Culture and Sport Evidence (CASE) Programme found that student participation in sporting activities can increase numeracy scores by 8% on average versus non-participants. Research from the Government’s Department for Media, Culture and Sport found that underachieving young people who take part in sport typically see a 29% increase in numeracy skills and a 12-16% rise in other transferable skills.

11. Arts and Mind’s 2013 Arts on Prescription project in Cambridge led to significant improvements in participants’ wellbeing and mental health – 76% reported increased wellbeing, 69% felt less socially excluded and 71% experienced a fall in anxiety

12. People who participate in a creative or cultural activities are 38% more likely to report good health compared to those who do not Arts and Mind’s 2013 Arts on Prescription project in Cambridge led to significant improvements in participants’ wellbeing and mental health – 76% reported increased wellbeing, 69% felt less socially excluded and 71% experienced a fall in anxiety.The National Institute for Health and Care Excellence report that people who exercise regularly take 27% fewer sick days than their colleagues Tackling gaps in the existing offer will lead to positive socio-economic outcomes. New classes, activities and opportunities likely to bring communities together enhancing community cohesion



Long-Term Endorsements

There were several important proposals on the intervention long list that could make a significant impact to Attleborough and its surrounding communities but did not make the short list of game changing interventions. This is because there is a need to manage the number of priority projects, but also because many of these are highly complex, have several dependencies, need further work and/or are being led exclusively by external parties.

Given their transformative potential, however, they are highlighted as further projects for our partners to support over the long-term. Breckland Council may not directly intervene in these projects but can support their development over time through activities like coordination, lobbying, feasibility working and developing supporting policies. These proposals are set out below.

Improve Skill and Education Take-Up and Training

Attleborough Academy provides 16–19-year-olds with an academy education on mainly traditional subjects. The nearest technical higher education college is in Wymondham. The adult (19+) classroom-based learning offer in Attleborough is also limited. The vocational and technical offer in Attleborough needs to be improved to meet the needs of growing Advanced Manufacturing and Engineering, Agriculture and Agri-tech, and Health and Social Care.

The old Brush Factory, recently purchased by the Lighthouse Charity, provides a central, accessible location through which classroom-based learning could be delivered. The property would require capital investment to make it suitable and there is a need to identify suitable education providers who can deliver training that would be most relevant to local skills demand. The Attleborough Enterprise Centre provides a further space that can be enhanced and expanded to expand local skills provision. Alongside improving and expanding education provision a promotional campaign would help drive take-up and engagement.

**Delivery Lead(s):** Attleborough Town Council, Breckland District Council, Norfolk County Council

**Support Required:** Higher Education Providers

1

Deliver an integrated Health Centre

Health services in Attleborough are oversubscribed and the Attleborough GP surgery has the longest patient list in Breckland. We have an ageing population driving demand for increasingly complex health care needs. The SUE will add further pressure on these services, but it will also bring additional funding.

It will be important that new funding supports both existing and new residents and delivers a cohesive and integrated healthcare system for our town. This is critical to ensuring the mental and physical health and well-being of our residents.

Stakeholders will need to collectively work with key government organisations to undertake demand and feasibility assessments to develop a suite of options for improved healthcare facilities.

**Delivery Lead(s):** Attleborough Town Council, Breckland District Council, Norfolk County Council, Norfolk and Suffolk CCG

**Support Required:** Landowners of the SUE development

2

Deliver Utility Improvements and Expand Coverage

Utility infrastructure in Attleborough is constrained and is a barrier to bringing forward new commercial and residential developments. Stakeholders will need to be brought together to coordinate delivery and upgrades to electricity, water, waste and digital connectivity to key commercial sites in and around Attleborough.

**Delivery Lead(s):** Attleborough Town Council, Breckland District Council, Norfolk County Council and utility bodies

**Support Required:** Relevant land owners

3

Financial Summary

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

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

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

A summary of the total costs by intervention is provided below:

Summary of the Total Costs by Intervention			
£5.6m - £8m		£28.8m - £31.6m	
1. Integrated Attleborough		2. Commercial Attleborough	
£9.8m - £14.1m		£1.5m - £2.2m	
3. Connected Attleborough		Engaged Attleborough	

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





05

# Attleborough's Quick Wins: Short-Term Tactical Interventions



Attleborough's Quick Wins

Short-Term Tactical Interventions

There are several funding pots available to support small-scale interventions across Breckland's market towns. These currently include Breckland Council's Market Town Initiative, as well as pots held by county councillors and the Town Council.

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

Wayfinding Monoliths, Tunbridge Wells



Source: Rea Designs

Youth Centre Extension, Ludwigsburg Germany



Source: Bernd Zimmermann Architekten

Teenage Market, Various Locations



Source: Teenage Market

Milford Music and Arts Festival



Source: Milford Music and Arts Festival

Secure Bike Parking, Brighton



Source: Bikehanger and Brighton University

EV Charging, Maidenhead



Source: Speak EV

Table 2 Tactical Short-Term Investments

Investment Area	Project Name	Potential Interventions	
Placemaking and Wayfinding Interventions	Improve Market Facility	Deliver a more diversified offer. Create different types of market such as international food, easter market, charity / community market. Tie to events in Queens Square and promote the market more widely.	1-2 years
	Improvements to Queen's Square	Improved seating, lighting and free wi-fi. Queens Square currently hosts the Christmas light festival and switch on. Expand the event calendar to include summer fete or music concerts.	1-3 years
	Tree Lining	Connecting green space between the old and new town (and across the railway). Giving the perception of continued green space.	1-2 years
	Better wayfinding	Improve wayfinding throughout the town and at the station.	0-1 years
	Bus Shelters and Notice Boards	Improve bus shelters and notice boards providing real time information at existing bus stops.	0-1 years
Health and Active Travel Improvements	Connaught Road	Add control measures to Connaught Road to stop speeding and control measures. Unsafe crossing junction between Surrogate Street and Connaught Road due to its proximity to the roundabout. Investigate Whether junction can be adapted or moved.	1-3 years
	Town Centre Junction	Crossings in the town centre are perceived to be unsafe for those with disabilities and restricted mobility. Implement designs to make it safer for those with disabilities.	1-3 years
	Electric Charging and Cycle Parking	Provide more electric charging points and cycle parking in the town centre and by the train station.	1-3 years
Supporting Business	Promote as Destination in Norwich-Cambridge Tech Corridor	Promote Attleborough as a destination within the Norwich-Cambridge Tech Corridor. Raise the profile of Attleborough as a location for SMEs to base their office locations. Tie into longer term plans to facilitate businesses.	1-2 years
	Loading Bays	Explore options to expand loading provision in the town centre, possibly with a trial expansion of current loading bay space to assess impact on traffic flow and business performance.	1-2 years
Further Improve the Lives of Young People	Youth Engagement Programme	Create a suite of events and programmes for young people in Attleborough for example markets run by young people, secure revenue funding to expand the youth club / society offer already in place.	1-3 years
	Improve Scouts Space Behind Attleborough Recreation Ground	Deliver an improved building that can increase the leisure offer to young people.	1-3 years
	Multisports Wheel Park	New multisport Wheel park at the Attleborough Recreation Ground to enhance current sports provision	0-3 years
	New Play Area near London Road	Brand New and extended play area at the London Road/ Cedar Drive recreation space.	0-2 years





06

# Delivering the Plan









# Delivering the Plan

## Principles of Delivery

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

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

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

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

## Timescales for Delivery

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

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

Table 3 Indicative Timescales

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Tactical Interventions</b>										
<b>Integrating Attleborough</b>	Establish Partnership	Feasibility Study								
<b>Commercial Attleborough</b>		Employment Land Review	Infrastructure Study							
<b>Connected Attleborough</b>		Feasibility Study		Partial Scheme				Delivered		
<b>Engaged Attleborough</b>		Demand Study		Partial Scheme	Funding Bid					Delivered

## Management of Delivery

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

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

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



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