Placemaking Programme

Action Plan

Stalham

Contents

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Introduction: the main challenges

This report identifies potential short-term placemaking interventions for consideration by local stakeholders in the development of a place activation plan for Stalham high street. Drawing together evidence provided by local stakeholders including the local authority, together with High Streets Task Force experts, this report outlines potential quick wins with links to supporting resources. This encompasses events, festivals, pop-up retail, reuse of vacant shops, or basic improvements to the appearance of the high street or town centre, together with the trialing of new activities to diversify or adapt the offer to meet the needs of future users. The Task Force recognises many places face challenges which require large scale investment in physical regeneration and may well have long-term plans in place. We also acknowledge community stakeholders are often already engaged in the revitalisation of the high street. To be clear, this report should complement these existing plans and activities. The report provides ideas for short-term activation and meanwhile activity, whilst places also tackle more strategic goals. The intention is to provide stakeholders with a list of options and guidance, which they should discuss and prioritise, taking forward what they consider to be most viable given local capacity and resourcing.

North Norfolk council began working with the High Streets Task Force (HSTF) in March 2023. Based on discussions between Chris Wade (HSTF Expert) and the council, the subsequent *Unlocking Your Place Potential Report* (UYPP) outlined how the HSTF could provide further support for the high street. The first part of this work involved partnership development led by Jack Skillen. The second was a recommendation to host a Placemaking Workshop led by HSTF Experts from the IPM. This took place on 24th September 2024 in the Poppy Centre, attended by representatives from the council, businesses, community organisations **(Appendix 2: Attendance List).** The views expressed obviously only represent those who attended but this group included a diverse range of stakeholders with different perspectives and useful contributions were made from all. The workshop involved participants in completing three group exercises, the 1) future changes participants want for the town centre, 2) barriers to making change happen; and 3) potential quick wins. We have captured and grouped every idea supplied by participants in Appendix 3: Workshop Findings. From this evidence, we identified the following priorities:

Look and feel	• Improve the appearance of the public realm and built environment • Improve the marketing of Cockermouth
Functionality	• Align opening times with current working and shopping patterns • Review how car parking might better support local business • Explore how to improve bus services • Improve wayfinding
Offer	• Diversify the retail offer • Establish more opportunities for live entertainment
Change	• Lower barriers to entry to empty stores and buildings • Create plans to redevelop the Wilko site • Trial new pop-ups and markets
Management	• Develop a collective vision for the town centre • Improve stakeholder communications and coordination

- Strengthen partnerships and networks

Clearly not everything can be done at once and the next step will be to prioritise the recommendations in this report and identify who will take responsibility for leading the delivery of specific actions. There is an expectation business and community groups will take greater responsibility for leading, coordinating and delivering activity, facilitated by local government when necessary. Delivering activities will require effective communication and collaboration between stakeholders and it is important to coordinate activities more effectively. Using data and evidence to prioritise the allocation of resources, and evaluating the impact of activities, interventions, and experiments will strengthen the value and satisfaction for all. In short, the council and local stakeholders need to work together to deliver some, it not all, the actions outlined in this report within a short timeframe (typically 1-2 years).

About the High Streets Task Force and Report Authors

The High Streets Task Force
The Task Force is an alliance of placemaking experts working to redefine the high street. We provide guidance, tools, and skills to help communities, partnerships and local government transform their high streets. The programme, funded by HM Government, will run in England until September 2024.

The report authors
Professor Steve Millington is a Senior Fellow an a director of the Institute of Place Management, based at Manchester Metropolitan University. His academic career spans over 20 years, during which he has worked on several projects including the IPM's Vital and Viable programme and the placemaking programme for the High Streets Task Force for England. He is co-editor of two books, *Cosmopolitan Urbanism* and *Rethinking the Cultural Economy* and has written many articles about placemaking.

Joe Barratt is a Junior Fellow of the Institute of Place Management and a board member of the government's High Streets Task Force. Having co-founded The Teenage Market, which gives young people a free platform to display their creative talents at market events across the UK, he is now responsible for championing the role of young people in placemaking and place decision making, helping to inspire council leaders and other place management organisations (such as BIDs) to work with young people and include them in governance structures.

This report marks the end of the direct support offered through the High Streets Task Force, but online resources, training and support are available through the website[1].Thank you for participating in the High Streets Task Force Programme. With your permission, Institute of Place Management would like to check in with you in a few months' time to evaluate how the delivery of your transformation plan is progressing.

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[1] https://www.highstreetstaskforce.org.uk/resources/

Recommendations

In creating this Action Plan, Taskforce experts draw on wider research and evidence compiled by the Institute of Place Management (IPM), based at Manchester Metropolitan University. The overarching theme of this report is **Reinventing**, which forms one stage in a larger routemap to place transformation developed by the IPM (Appendix **1: the 4Rs Framework**). The 4Rs help people to develop their plans for the high street by distinguishing between the processes of: Repositioning (analysis and decision making), Rebranding (communication), Restructuring (place management and planning), and Reinventing (effecting change). Effecting change involves creating activities to increase footfall and spend, attract a more diverse mix of visitors, or encourage people to stay longer by creating a more appealing place. They message is local stakeholders need to get with activity they can control, rather than wait for the outcomes of other long-term proposal and projects.

Whereas the 4Rs provide stakeholders with a strategic guide for activating a long-term vision, to help stakeholders identify and respond to their local challenges, the recommendations draw on the IPM's 25 Priorities, which are organised into five basic questions:

What affects the look and feel of the high street?
4) Experience 5) Appearance 12) Place marketing 20) Crime and Safety 22) Liveability

How does the high street function?
1) Activity Hours 7) Necessities 14) Accessibility 11) Walkability 24) Functionality

What does the high street have to offer?
2) Retail Offer 8) Anchors 9) Non-Retail Offer 10) Merchandise 16) Attractiveness 17) Markets 18) Recreational Space

How does the high street need to change?
15) Diversity 19) Barriers to entry 21) Adaptability 25) Innovation 23) Redevelopment Plans

How is the high street managed?
3) Vision and strategy 6) Place management 15) Networks and partnership

This framework is used to organise the evidence gathered from the workshop, town tour, and background research. The tables below, therefore, summarise the views of all participants, aligned with the most appropriate of the five themed priorities.

1: Improving the look and feel of the town centre

Appearance: local business and property owners should aspire to transform the high street into the most picturesque in North Norfolk

Potential quick wins	Longer term ambition	Supporting resources
1. Undertake a ground floor assessment of the high street e.g. for guidance see Plinth Rating Manual	Approach individual business and property owners and ask them to undertake basic repairs, cleaning, and painting, including tidying up interiors of vacant units, and maintaining planters. Award the most improved property. If negotiation fails ,explore enforcement orders such as Section 215 maintenance notice (building repairs)	Ripon Civic Society Awards Why Delightful Public Spaces Matter Case study: Bishopthorpe Road
2. Establish the business case for a shop front scheme and aspire to improve all frontages to a high standard	Direct funding towards matched funded shop front improvement grants Incorporate existing design guidance or write new guidance and apply that: see North Norfolk Shop Front guidance	Reviving Historic Town Centres Heritage Lottery Fund Case Studies: Architectural Heritage Fund See: Tyldesley High Street
3. Establish micro-commissions for creative interventions on shop fronts - in-keeping with the identity of Stalham. identify up to 10 potential projects to start with. Consider a consistent palette of colours and materials to create a consistent quality and cohesive visual	Establish an ongoing and iterative programme of interventions to brighten building frontages, gable ends, passageways until all high street properties have been improved. Consider key entry points to the high street to ensure visitors encounter a colourful welcome.	Meanwhile city: How temporary interventions create welcoming places with a strong identity Haringey Shutter Art Scheme See Funchal – shop doors scheme

Appearance: aim to be the greenest high street in North Norfolk		
Potential quick wins	**Longer term ambition**	**Supporting resources**
4. Identify a list of sites and spaces amenable to micro-gardening / greening / tree planting, including existing trees in need of maintenance e.g. Great Public Spaces: Guide and Evaluation Tool.	Focus initially on main entry points and walking routes used by both occasional and regular visitors to access the high street. Establish 'green corridors' using a range of micro-interventions e.g. temporary planters and façade gardens. If successful in the long term aim to install permanent measures across the town centre – considering seasonality, ongoing maintenance and links to the Museum of the Broads	From Neighbours to Neighbourhood: Learning how to boost Pride in Place Pocket Park: Product Urban Design Trees in hard landscapes Green and blue infrastructure: Best practice and case studies Façade Gardens
5. Re-engage local businesses and show them how to maintain the existing planters – what support do they need?	Establish an adopt a green space scheme to encourage a wider range of groups to become involved in their maintenance. If businesses won't maintain planters remove them and consider alternatives e.g. a tender to a local garden maintenance firm / volunteer group	RHS Container Maintenance Guidance South Gloucester Guide to Greening the High Street Wem Town Council: floral maintenance tender guidance
6. Trial and evaluate one or two temporary parklet schemes to add planting and seating on the high street e.g. align with events	If successful - establish permanent parklets on the high street to provide additional space for planting, seating and bike storage.	Guides for creating parklets Five Fantastic Parklet Schemes
7. Organise a call for action to grow volunteer capacity e.g. hold an annual big clean-up day – or a Spring clean with concerted effort from the council, business and community,	Establish monthly clean up sessions – such as highly visible volunteer-led litter picking to bring attention to issues of litter and inspire more pride in the environment	Friends of Queensbury High Street – Litter Pickers
8. Set up community planting day	Establish informal planting groups to take on forgotten spaces and grot spots, teamed up with existing local expertise.	Guerilla Gardening

Place marketing: establish a joined up approach to promoting existing retail, hospitality and tourist offer in Stalham		
Potential quick wins	**Longer term ambition**	**Supporting resources**
9. At the bare minimum local stakeholders should follow each other on social media, like / share each other's posts, leave positive reviews, and to agree to use consistent hashtags.	Agree a common logo or symbol for the town for use in place marketing communications, creative interventions – to badge events and businesses in a common way e.g. butterfly as a unifying emblem. Agree a common set of messages and protocols for promoting Stalham in a clear and consistent way.	Best practice guide: place marketing and branding Digital, cultural, and social connectivity Decentralised place branding through multiple authors and narratives: the collective branding of a small town in Sweden Telling your story
10. Encourage local businesses to take up training and business support in online marketing and digital communications.	Establish a trader-led communications channel. Ensure consistent and clear messaging to promote local business and events.	Grimsby Retailers in Partnership CIC We are Withington See: Cockermouth Shops
11. Establish a limited life working group to coordinate how the town centre is promoted on a more strategic level e.g. review how Stalham is represented on existing visitor websites such as TripAdvisor. For guidance: see Place Sentiment Analysis to establish also how well the town centre is represented to external audiences.	Consolidate a list of all activities and events in the high street and establish a single point of truth for all events. Again, this needs to be updated on a regular basis to keep people informed of when and where events start / finish, with links to further information. Create online content and share good news and events on a regular (daily) basis e.g. identify and celebrate local businesses and promote offers and occasions e.g. flower shops ahead of Valentine's, Mother's Day	Place Brand Leaders Personalities of Historic Places (video) Heritage and Place Branding Case Studies How can I engage with and make the most of heritage?
12. Establish itineraries and promote them to regular and occasional visitors e.g. when visiting the Broad's museum, you can also …	Reinforce synergies and linked trips with promotional discounts e.g. 10% off vouchers. Work the bus providers to establish guides on what to do when you arrive a key stops on the main bus routes.	Calder Valley Line Itineraries see Sowerby Bridge to Halifax trail

2: Improving the functionality of the town centre

Activity Hours: The number one priority for all high street is to review local activity data (e.g. footfall) and compare when the high street is active with the opening times of local business. Bear in mind drivers of footfall not only include shopping, but also employment, transport, health, education and other anchors which require people to visit or pass through a specific location. In Stalham this may well be affected by seasonal trends in visitor numbers. Ultimately the idea is to ensure businesses and other services are available at optimum times for regular users of the town centre.

Potential quick wins	Longer term ambition	Supporting resources
13. Collate relevant data about the town centre e.g. footfall, spend, visitor numbers, numbers, bus patronage, carpark surveys, hotel occupancy etc. Local businesses may collate this data, and services such as the library.	Share insights of footfall analysis to inform trials in new opening times and the scheduling of events e.g. limited trials e.g. one Sunday a month, one early evening opening night and so on. Consider if gaps in opening times/capacity could be filled with pop-up provision?	Review evidence from the Task Force's annual review of footfall What does a future proof high street look like?
14. Use manual footfall data to review activity patterns in the town centre e.g. when is the centre busy. Consider whether the local school might be interested in doing manual counting as part of a project on the high street.	Establish if the local authorities (including county) might invest in reliable footfall counting technology or establish regular methods for capturing sample data to monitor not only town centre performance, but also regular and seasonal pattern of activity.	Establishing a footfall baseline Manual footfall counting guidance Footfall Signatures

Necessities: review parking regime and toilet provision		
Potential quick wins	**Longer term ambition**	**Supporting resources**
15. Undertake a parking assessment (number of parking spaces in or adjacent to the high street centre, costs and time restrictions, occupancy rates). Include side streets within walking distance where parking is allowed.	Engage parking operators in partnership meeting and trial a pay on exit system and monitor impact e.g. increased dwell time and increase awareness of current provision e.g. 3 hours free parking in Tesco's Consider repositioning parking spots directly in front of shops – as parked vehicles block the window displays and passersby can't see the merchandise.	Parkopedia People, places and parking process: A multi-level review of parking provision in town centres Innovative Practices in Parking Provision Guidance on Parking Provision in Town Centres
16. Aim to reduce pressure on demand by encouraging more people who are able to, ditch the car and walk or cycle to the high street – especially for short journeys	Trial temporary walking and cycling routes – as during Lockdown, but monitor the impact on traffic, trade and visitor experience. Reward visitors who arrive by active or public travel e.g. discounts at local businesses to take pressure of existing parking spaces.	Gear Change: a vision for cycling and walking Defining the 15 Minute city Campaign for Better Transport Living Well Kirklees Sustainable and Active Travel on Kensington High Street
17. Trial and evaluate temporary traffic reduction activities e.g. hold a Car Free day	Consider introducing regular car free Sundays and flexible traffic management such as restricting access or reversing routes to support other uses (markets and events) on the high street. A long term ambition might be to redirect larger vehicles to reduce their impact on the pedestrian experience.	Wavertree Clean Air Day / Car Free Day A dozen effective interventions to reduce car use in European cities: Lessons learned from a meta-analysis and transition management
18. Should the public toilets close – a clear plan is needed to maintain provision e.g. how many businesses already have toilets for customers?	Establish a toilet scheme with clear signage indicating when/where people can access toilets. Encourage businesses to allow use of facilities especially for vulnerable visitors.	Publicly Accessible Toilets after COVID Engaged: A toilet on every high street

Accessibility: review and ultimately improve public transport links to and from Stalham

Potential quick wins	Longer term ambition	Supporting resources
19. Engage bus operators in a discussion about better integration of timetables and feasibility of new services. Data is needed to demonstrate the business case for change e.g. providing additional services to support events.	Recent government policy to enable local government to take more control over bus franchises presents a long-term opportunity to improve services.	The Changing Shape of Bus Demand in England Public Transport Information about the new Buses Bill Campaign for Better Transport
20. Consider wider initiative to encourage public transport use e.g. offers or discounts for visitors arriving by bus in local shops and restaurants, or combined tickets e.g. extend Norfolk Broads rover tickets	Integrate tourist offer with bus routes e.g. identify walks and attractions visitor can access if travelling to Stalham by bus. For inspiration: see the Calder Valley trail: Calder Valley Line Itineraries	Calder Valley Community Rail Partnership

Walkability: strengthen synergies and linked trips between key arrival points, local shops and other key anchors e.g. Tescos, bustops, school, Museum of the Broads

Potential quick wins	Longer term ambition	Supporting resources
21. Complete an audit of existing signage (quality, location, and relevance). Collectively walk the high street using commonly used routes and identify a list of challenging sites and crossing points. Consider the impact of the traffic routing system, the positioning and routing of buses and bus stops, the use of car parks and pedestrian access to and through them, the amount and quality of pavements, cycling infrastructure in and to the high street, and sites for potential traffic calming measures.	Trial temporary routes and signage and monitor impact e.g. on footfall and user satisfaction. Note this could involve creative signage, street art, heritage trails, banners, flags, green trails etc rather than conventional street signs. Suggested routes: ▪ Bus stop, Tesco high Street ▪ The length of the high street ▪ Museum of the Broads to the high street Evaluate your trial and construct a longer term a wayfinding action plan, which aligns with wider town centre plans.	Active neighbourhoods in Greater Manchester: Qualitative insights into resident experiences The Pedestrian Pound Walk Inverness Wayfinding 'How To' Guide Signage guidance for outdoor access: a guide to good practice Vision for Thriving Gainsborough 2024 | A tour of Manchester's Hidden Building Art

3: Improving the town centre offer

Retail and non-retail offer: although Cockermouth town centre has a good range of independent shops and a strong convenience offer, basic and discounted items appear to be unavailable e.g. children's clothing, underwear. The town centre might also offer activities to complement the retail offer and provide more things to do for both regular and occasional visitors

Potential quick wins	Longer term ambition	Supporting resources
22. Undertake a review of the retail offer e.g. visit shops and identify noticeable gaps in provision. It maybe goods are available locally, but people are not aware.	A shorter term solution to explore temporary and pop-up provision to fill gaps in retail choice e.g. market stalls. Longer term will involve engagement with commercial agents to curate new shop tenants so that they complement the existing offer. Alternatively aim to establish a community managed shop to fill basic needs.	Community Shops Retail Choice Everyday Places Explore Indie Independents Business Hub
23. Establish a small programme of additional markets/events e.g. street-food, local craft production to complement the existing events programme	Establish a fixed programme of monthly food/craft events. Bear in mind the needs of future residents.	Street Market: Quick Read Guide Case Study: Foodie Friday
24. Establish clear protocols for any business wanting to develop al fresco trading opportunities. Make these protocols simple and remove costs to encourage activity to start up.	Next summer undertake a trial to encourage and facilitate street trading, pavement cafes/bars where practical	Advice for the hospitality sector on outdoor dining Street-trading

Merchandising: aspire to improve every shop front window display on the high street

25. Display creative window vinyls and windows displays (especially on empty units) which might vary with seasonal and religious events, Valentine's Day, Easter, Remembrance Day, Christmas + Fringe, Beer and Harvest festivals.	Reward local businesses with a certificate for keep up standard (gold, silver, bronze) and / or hold a best shop window display competition, including best window- lighting display.	The Look Company: Retail Window Displays: A Comprehensive Guide The Art of Window Design

4: Creating opportunities to change

Barriers to entry: there are a few empty units on the town centre, an, it is useful to have clear protocols in place to deal with units as and when they become vacant to ensure these stores are presentable and left in a state where new tenants can move in quickly, or the store can easily accommodate temporary use.

Potential quick wins	Longer term ambition	Supporting resources
26. The council should review planning and conservation guidance and make it as transparent as possible to commercial agents and local stakeholders to dispel concerns this is a barrier to new business	Explore funding options through various heritage grants available to ensure empty units are fitted out to complement the historic streetscape.	Urban Conservation Case Studies Architectural Heritage Fund New Life for Historic Cities Local Heritage Listing
27. Working the council, the stakeholder group should establish clear protocols for dealing with empty units e.g. window vinyls, removal of interior rubbish, removal of e.g. newspapers on windows	Aim to establish a small funding scheme to help new businesses move in and set up. E.g. Telford and Wrekin Council offer £10k grants which has reduced their vacancy rate to 3%. Assess whether property owners will reduce rents / flexible lease terms for new enterprise to enable start-ups establish themselves, platform and peppercorn rent, subdivision of larger units	Ownership diversity and fragmentation: A barrier to urban centre resilience Unlocking Value Dealing with Empty Shops: A guide for councils
28. Establish a wish list of potential uses and users based on discussion with existing stakeholders (arts, charity, community led, pop-ups events Develop a relationship with commercial agents and encourage them to become of the local network	Task agents with curating new uses which will complement the existing offer rather than replicate it. The Council might help with making it easier to enable use change e.g. retail to hospitality Encourage agents and property owners to allow meanwhile or pop-uses Identify potential meanwhile users in advance e.g. artists, charities, event organisers who might temporarily activate empty shops e.g. Taste Cumbria	The benefits and pitfalls of contemporary pop-up shops Meanwhile Foundation	Home A platform for places: Reviving town centres by changing how communities access property Open Doors Pilot Programme

Redevelopment plans: long term redevelopment plans should aim to improve the material quality and design of the high street, including both pavements and highway, and aim to better utilised under-used or low density sites to meet future needs

Potential quick wins	Longer term ambition	Supporting resources
29. Undertake a town-wide consultation on the future of the high street: see Shrewsbury: Big Town Plan Consider non-retail users e.g. residential, visitor, accommodation, public space, health/education facilities, community hub, or even simply creating open space off-road for events and markets.	Create a community led highways and public realm improvement plan: e.g. see Withington Village Regeneration Framework Consider: • Redevelopment of single-storey units as mixed use premises e.g. retail/services on ground floor, residential on upper floors. • Space for a banking hub, community services, and local arts – within integrated new public toilets • Wifi connectivity	Repurposing Retail Space Alternative High Street Love Wavertree Buxton Library of Things The Haven Community Hub (Westcliff-on-Sea) Caistor and District Community Trust: Breathing life back into the heart of a market town The Sustainable Temporary Adaptive Reuse (STAR) toolkit: A solution for underused and vacant buildings

Innovation: there is a need to trial new products and services which might help prime the high street for future residents or attract wider visitor audiences		
Potential quick wins	**Longer term ambition**	**Supporting resources**
30. Identify a programme of creative or innovative interventions through temporary, pop-up and meanwhile uses. Review protocols and costs to enable use of public realm and enable street closures.	Suggested ideas include: • Food, pop-up eateries • Host a Teenage Market • Craft market • Valentine's Day events Establish guidance for event organisers with aim to create a programme of sustained cultural activity by simplifying processes and costs.	Festive Cheer: the local impact of Christmas markets Organising a voluntary event: a 'can do' guide - GOV.UK (www.gov.uk) A guide for the planning and organisation of community festivals Bristol City Council Advice for High Streets Placemaking Training Video meanwhile city: How temporary interventions create welcoming places with a strong identity
31. Trial pop-up games/play areas using simple materials e.g. see Encouraging Exploration and Play in Underused Public Spaces: An Activity Trail	Provide more activities for children and families e.g. community games, market/fashion show, youth market. Establish dedicated leisure and social spaces for younger people based on need. Use guidance from **Voice, Opportunity, Power: Youth Engagement Toolkit**	Re-imagining urban spaces to help revitalise our high streets How listening to kids leads to better urban design How cities can reimagine public spaces to support children and families I Live Here Too: Why young people want a stake in the future of their neighbourhood

5: Improving place management

Visions and strategy: local stakeholders need to develop a strong and collaborative vision for the high street to address perceived negative, lack of buy-in and apathy		
Potential quick wins	**Longer term ambition**	**Supporting resources**
32. Reconvene the partnership network and conduct a visioning exercise which begins to establish a common sense of purpose of the town centre	Construct an action plan with a list of focused deliverables benchmarked against the vision. This should be shared widely to encourage support and buy-in. Aim to emulate Revealing Waterloo: A Placemaking Strategy	A Vision for High Street Regeneration Design Council- Visioning Best Practice Guide People, Culture, Place See: A Blueprint for Holmfirth

Place management: local stakeholders need to improve communication between themselves		
Potential quick wins	**Longer term ambition**	**Supporting resources**
33. The Business Forum might act as the single point of truth for communications forum e.g. establish a simple WhatsApp group (o similar) for local stakeholders to swap information and discuss new ideas in a positive way. The local authorities need to feed into this group with timely and clear updates on plans etc	Establish a communications subgroup to manage and maintain internal and external communications..	Rebranding the High Street This must be the place
34. Stalham needs sustainable stewardship such as a formally recognised town centre manager role or equivalent, to alleviate stakeholder concerns about time, resource, capacity and knowledge constraints. Establishing the business case for this role might be the first step. From a local authority perspective, one manager might be responsible for a cluster of towns, which might add weight to the business case.	Appoint a high street manager role to coordinate stakeholder activity, business engagement and support joined up promotion of events and activities in Stalham.	Developing strategies for effective town centres The High Street Report Future Place: Unlocking the potential of places Best Practice Guide: Partnership Development Best Practice Guide: Developing Delivery Plans

Networks and partnerships: there is a need to extend and strengthen existing networks and partnerships and increase capacity to deliver activities and add greater resilience to the network.

Potential quick wins	Longer term ambition	Supporting resources
35. Review all the place-based anchors in Stalham and ask them to join a high street forum. Consider: business, property, transport, tourism, education, faith based institutions, health, other public services – together with a range council representatives from different services.. Wider business engagement is a priority – local business, but also larger organisations from agricultural and planning gain from energy industries Undertake a mapping exercise of social capital across Stalham and nearby settlements to identify third sector, non-profit, charitable, civic societies, and other social/voluntary groups. Spread the net widely e.g. Rotary Clubs, Women's Institute, horticultural groups and similar organisations can play an important role if allowed to.	Establish two-tier network – a smaller steering group that meets regularly and provides oversight – and wider high street network which meets occasionally. Across these two networks establish several subgroups who are tasked with delivering specific workstreams. E.g. 1. Social media and promotion of the town centre 2. Events, markets, and festivals 3. Green town network, planting, litter picking 4. Improving shop fronts 5. The steering group should consider more strategic issues including potential funding streams – working with the Council to deliver major projects – whilst providing oversight of short-term and ongoing place activation activities. Ideally the steering group should be chaired by a non-council representative.	See: High street 2030 Saving the High Street – the community takeover Vital and Viable Factor: Community Power Networks and Partnerships with Councils Task Force report shows local partnerships are key to unlocking high streets potential | High Streets Task Force Place Partnerships High Street Accelerators

Appendix 1: the 4Rs Framework

The 4Rs are not mutually exclusive but are connected; each is a potential starting point on a transformation journey, and different places will be at different stages. The Four Rs are a centrepiece of our community toolkit. An editable version of the transformation routemap with instructions can be downloaded here. Depending on where you start, this will take time to deliver but is a useful tool for planning both short and long-term priorities. Actions under each R may happen simultaneously, consecutively, or repeatedly.

If delivered correctly through effective leadership and collaboration with all key stakeholders, placemaking has the potential to improve the local economy, environment, and society, as well as provide cultural benefits. The underlying aim of any placemaking intervention should be to create and promote places that are sustainable, attractive, sociable, accessible, active, secure, welcoming, healthy, and friendly. Temporary activation of underutilised or neglected sites can showcase these to potential investors. Reinventing, however, is just one element of the routemap. It is important, therefore, to work through the implications of the recommendations above in terms of the other Rs on the routemap.

Appendix 2: Attendance List

Insert attendance list.

Appendix 3: Workshop Findings

First, workshop participants were asked to individually identify one broad change that should happen to attract people to the centre and to ensure its sustainability. Each group was then asked to agree what the most important change should be. For the second exercise, participants were asked to consider what barriers need to be removed to enable change to happen. Here there were fewer responses, but in summary, participants revealed their frustration about apathy and poor engagement, together with some reflection on the need for improved collaboration and cooperation between different stakeholder groups a call for more community involvement. The final workshop exercise asked participants to highlight activities that can be done quickly to animate the centre. All 107 distinct responses are detailed in the tables below. A range of positive ideas were suggested, with notable clusters. The priorities are:

Appearance	1. Improving the general look and feel of the high street (public and private realm, including window displays) 2. Improving the marketing and promotion of the existing offer
Functionality	3. Reviewing activity hours and opening times 4. Reviewing parking and toilet provision 5. Improving accessibility to and from Stalham 6. Improving pedestrian experience on the high street
Offer	7. Diversifying the retail/non-retail offer
Change	8. Identifying a range of small redevelopment opportunities 9. Removing barriers to empty shops and new business 10. Trialling new events and pop-ups on high street
Management	11. Creating a new and compelling vision of change 12. Establishing resilient place management functionality 13. Establishing stronger and wider network of organisations invested in delivering change.

The look and feel of the centre

Themed Priority	How does the centre need to change? Summary of issues	General Stakeholder comments	Specific stakeholder ideas
Appearance (private shop frontages)	Stalham should aim to consolidate its image as a classic English village by maintaining shop frontages to a high standard and in-keeping with common design guidelines e.g. consistent signage, colour palette. There are many other rural towns to emulate - for example, see Cockermouth. Whereas there several shops which are exemplary, in general business and property owner engagement however appears to be barrier.	1. Tidy shops fronts 2. Improve shop fronts - visibility 3. Get shop owner (landlords) to maintain their properties 4. More engagement of shops/businesses in the cleanliness / appearance of their shops premises 5. Paint / fix property fronts in high street to improve presentation 6. SABF planters were not watered and maintained 7. Better signage 'shops'	8. Invest in better signage and improving look of high street 9. Painted signs – artistically
Appearance (public realm)	Although there is some planting and seating, the high street roadway, paving, and lighting is worn – requiring refresh. In the absence of major capital fundings, short term measures are needed to improve the public realm into and along the high street. Local government needs to develop clearer strategic and operational plans in this area.	10. Improve the appearance / attractiveness / interest in high street 11. Tidy public areas 12. Lack of care for the town – shops / planters / spaces /pride? 13. Appearance 14. Is colour the common denominator? All the successful high streets have colour	15. Planters/murals 16. Improve lighting in high street for winter times to encourage people into the street 17. For green space – litter picks, help with events 18. Green space – seating / picnic area to keep people in town 19. More permanent painting features around town – that needs little upkeep but make appearance attractive 20. Ensure all entrances into Stalham are kept neat and tidy (use Taskforce to achieve this)

Themed Priority	How does the centre need to change? Summary of issues	General Stakeholder comments	Specific stakeholder ideas
Place marketing	Stalham's businesses need to collectively promote the town's offer through regular and consistent promotional messages and start to nudge perceptions of the high streets in a more positive direction. Marketing channels might be used to establish greater synergy and movement between the town's assets e.g. by curating itineraries for regular and occasional visitors to make linked trips, new heritage trails/walking routes e.g. offer discounts to visitors at the Museum of the Broads, local loyalty cards etc.	21. Theme and branding 22. Advertising of shops and facilities 23. A lot of visitors/locals do not know of it or don't bother to enter the street	24. People live here do not appreciate beauty and quaint properties 25. Unique offer – shops 26. Incentives for people to come into the high street/ shops

Improving centre functionality

Themed Priority	How does the centre need to change? Summary of issues	General Stakeholder comments	Specific stakeholder ideas
Activity Hours	All towns should review trading patterns following substantive change to people's working and shopping patterns. However, data collection, analysis and the sharing of insights with local stakeholders needs to be more systematic. A clear footfall baseline is needed, and stakeholders need to ascertain evidence of activity patterns and wider centre functionality before making decisions.	27. Vibrancy	28. Review trading hours – have a late shopping evening – all businesses participate 29. Improve / lengthen shop hours / days of opening of businesses
Necessities	Parking is a concern. There appears to be a lack of clarity regarding the free parking arrangements in Tesco's car park – concern about the number of parking spaces available – whereas several units on the high street are blocked by parked vehicles and you can't actually see the shop windows. Free or limited parking however can have unanticipated consequences. A thorough parking review is needed first. Should the public toilets close – a clear plan is needed to maintain provision e.g. a town centre wide toilet scheme	30. Lack of parking 31. Public facilities	32. Do not close the public toilets 33. Encourage more people into town by introducing free parking – or free first hour 34. Increase parking provision 35. Off road parking 36. Free parking or free first hour

Accessibility	Stalham is not well served by public transport – buses to Norwich are infrequent and do not operate past early evening. Consequently, car dependency is high – inconsistent with plans to improve environmental sustainability. In the short term, effort could be made to improve the local offer and encourage local residents to walk/cycle into the high street more often.	37. Access to town – transport links 38. Cycle paths 39. Better public transport, more of it, better access to more places, more frequent and better advertised 40. Make access into high street fairer to traders – only way in really by car is past Tesco!! And most stop there 41. Wayfinding 42. Signage! To the high street	43. Signage to high street from bypass and Saithe
Walkability	Stalham is a linear high street with no natural centre or central meeting space to act as a focus for community activity. Pavements are narrow, but buses and delivery vehicles still pass along (mounting the pavement). Whereas access is necessary for resident, deliveries etc traffic is a concern in terms of safety and general experience.	44. Safety 45. Safe walkways 46. Slow vehicles down	47. Safety – no buses, access only

Improving the centre offer

Themed Priority	How does the centre need to change? Summary of issues	General Stakeholder comments	Specific stakeholder ideas
Retail/non-retail	Attracting branded stores to Stalham in the current climate is unrealistic, however, local businesses should endeavour to fill gaps in the local offer. This could be trialled in the short-term through pop-ups and markets. Stakeholders might consider needs of future residents especially if new housing is developed in the local catchment.	48. Improve the choice / quality of shop / experience	49. Street food offers 50. New diverse national businesses who operate within the high street to attract visitors/customer shopping
Merchandise	There is little point in improving shop fronts without also addressing merchandising. There are examples of good practice in Stalham, but all businesses might make a greater effort to improve merchandising e.g. window display trails/competition.	None	None

Creating opportunities for change

Themed Priority	How does the centre need to change? Summary of issues	General Stakeholder comments	Specific stakeholder ideas
Barriers to entry	Stalham has several empty units. Some are undergoing refurbishment, but a clear plan is needed to bring empty shops back into use. Clarity is also needed in terms of conservation restrictions. Working with commercial agents and property owners is key.	51. Rental rates 52. Lack of funds to maintain properties, start-up business 53. Rules / laws 54. Greedy landlords 55. Red tape – planning permission and more needed for everything – flower beds, shop signs, access ramps, painting buildings	56. Improve opportunities for young entrepreneurs i.e. pop up option to future proof high street usage
Redevelopment plans	There are no major redevelopment opportunities, however there are some notable vacant units. There are several single story units – long term it might make sense to see if these traders can move to empty units – to allow redevelopment of single story premises for mixed used development (e.g. residential on upper levels). The wifi issue is potentially a significant barrier to local economic development but remains a strategic priority rather than a quick-fix	57. Layout of old town 58. Investment from local authorities 59. banks	60. Arts centre 61. Convert bank – community hub 62. Outside meet areas 63. At least half the high street has no mobile or wifi signal – moving forward to a cashless society this need to improve, with St markets and more events – market holders need to be able to use card machines

| Innovation | Although Stalham has a reasonably good events programme there is local appetitive to trial new creative or innovative interventions through temporary, pop-up and meanwhile use, and specialist markets, which might help prime the centre for future needs or attract wider audiences. | 64. Encourage community events
65. Increase festival / fayre gatherings in the high street | 66. Outside cafes/pubs/entertainment (not too loud)
67. Create social hubs – e.g. Learn from Frome – social prescribing, death café, pop-up cinema, artisan businesses, bakery, greengrocers, local promotion
68. Initiatives for kids / teenagers
69. External street market – each Sunday (April, May, June, July, August, December)
70. Plus events – beer festival, Xmas tree festival and others??
71. Food and drink festivals
72. Town hall activities
73. Popup activities in vacant shops
74. Pop-up activities in high street |

Improving place management

Themed Priority	How does the centre need to change? Summary of issues	General Stakeholder comments	Specific stakeholder ideas
Vision and strategy	Stalham needs a strong collective and compelling vision which will secure wider buy-in – the capital of quirky perhaps. There is potential to draw in visitors from nearby tourist attractions, but the centre needs to be visually appealing, with a stronger visitor offer – Gateway to the Broads	75. Creating a clear identity for Stalham	76. A place that people want to visit 77. Utilise all the shops as unique places to visit – unusual/quirky/necessary, visually exciting 78. Concentrate – encourage new business
Place management	Stakeholder communication and coordination needs improving. Given the reported apathy and lack of buy-in a dedicate town centre manager might add vital capacity to manage communications and coordinate existing networks, and search for external funding / resource to deliver small scale interventions.	79. How to implement/how to fund it/ how to maintain it/coordination 80. Coordinated and improved communications between shop-owners and business i.e. shop opening times, events, marketing 81. No coordination 82. Communication 83. More communication between current stakeholders to improve scale and efficiency of events 84. Communications through stakeholders working together 85. Communications with residents before action 86. Funding to implement changes – may not be able to fund the 'décor' [?] 87. Review and pick out ideas from other initiatives	88. Town Whatsapp group for communication 89. Encourage creation of a Stalham website / social media outlet

Networks and partnerships	Stalham needs to widen and strengthen networks and partnerships involved in the delivery of activity in the town centre. Stalham has several strong place anchors which drive local activity – not just retail, but also civic, education, sport, religion and tourism. Ideally all need to be engaged.	90. Create an action group to maintain the high street 91. Collaboration 92. Collaborative action and be more positive – we can do! 93. Mutual cooperation 94. Stakeholders working together 95. Negative mindset/adverse to change – only the businesses want to improve – the community do not care 96. Some negativity from groups which out does the positivity 97. Accepting change 98. Not enough buy-in by the people to agree ideas and plans 99. People's inactivity and unwillingness to get involved 100. Beat rural apathy 101. People / commitment 102. Complacent 103. Lack of support from the community 104. Insufficient input of schools	105. Use community hubs all sections or community in empty shops – oldies (wealth experience)/youth work together (energy, aspirations). Everyone can volunteer for something. 106. NCC not talking to NNDC = Economic Development 107. Engage (again!) more stakeholders – school, churches, WI, horticultural society etc)