

STALHAM HIGH STREET TASK FORCE	
Executive Summary	Stalham was selected as a suitable town for an investigation into the opportunities for improving the health (vitality and viability) of its town centre. A successful application was made in 2022 for a government-funded scheme and the Council subsequently progressed the initiative. A meeting took place in March with the appointed consultants and relevant stakeholders and subsequently a report was prepared, entitled 'Unlocking Your Place Potential.'
Options considered	The study has been undertaken and the further offer of support is available. The alternative option of taking this no further would not be sensible, however, once the further work has been done options for further support to the town's High Street will be considered.
Consultation(s)	In the lead up to the preparation of the HSTF initiative, representatives of Stalham Town Council (STC) and Stalham Business Forum (SBF) were engaged to agree the scope of the activities. Through the 'Unlocking Your Place Potential' study, representatives of Stalham Neighbourhood Development Committee, the Museum of the Broads, New Anglia Local Enterprise Partnership and Norfolk County Council were involved, alongside officers and members from NNDC and representatives of STC and SBF.
Recommendations	Cabinet is asked to endorse the findings of the UYPP report and agree to the following actions: <ul style="list-style-type: none"> • Continue to work with interested organisations in Stalham to progress options for supporting its town centre and local businesses operating there • arrange a meeting in the summer to discuss the findings of the HSTF investigation and to develop a scope for future actions by the relevant stakeholders • host a workshop in Stalham on improving local capacity, leadership and partnerships led by a High Streets Task Force expert that will consider governance and place management partnership structures, with an awareness of identified needs and potential future responsibilities • following the workshop, act on the recommendations to establish a partnership with a timetable and cycle of meetings suitable to prepare a joined-up plan and coordinate future delivery • evaluate the scope for a 'Place Making Programme' workshop to follow on from the above actions.
Reasons for recommendations	To support the further exploration of ways for Stalham's town centre to be improved.
Background papers	Stalham High Street Task Force Unlocking Your Place Potential (attached as an Appendix)

Wards affected	Stalham
Cabinet member(s)	Cllr Paul Heinrich, Cabinet Member for Sustainable Growth

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Links to key documents:	
Corporate Plan:	Boosting Business Growth
Medium Term Financial Strategy (MTFS)	None
Council Policies & Strategies	North Norfolk Local Plan

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	None

1. Purpose of the report

- 1.1 In 2022 the government launched its High Streets Task Force initiative, with the aim of supporting a further 68 local authorities across England ([Task Force announces 68 local authorities to receive expert support | High Streets Task Force](#)). NNDC was one of those selected with Stalham being the nominated town to receive support.
- 1.2 The initiative saw the appointment of consultants with expertise in town centre renewal and a report of their investigations has been received. This report is to apprise members of the progress to-date and to seek agreement to further work to develop options for helping unlock the potential of Stalham's town centre.

2. Proposals and Options

- 2.1 The first step of the support process involved a visit from the High Streets Task Force to undertake an **Unlocking Your Place Potential** (UYPP) diagnostic study. This included a three-hour meeting on 3rd March 2023, with representatives of Stalham Town Council, Stalham Business Forum, Stalham Neighbourhood Development Committee, the Museum of the Broads, New Anglia Local Enterprise Partnership and Norfolk County Council, alongside officers and members from NNDC. The meeting was followed by a guided town tour with the visiting team.
- 2.2 The UYPP report is attached as an appendix. This gives an overview of the major challenges facing Stalham and evaluates the current actions and plans of stakeholders in the town for its potential transformation. It gave rise to the

following 'priority actions.' Responses to these have been suggested (in italics below).

1. Share the final version of the report with everyone that attended the Unlocking Your Place Potential meeting.

This action is complete and participants are welcome to share the report with their networks.

2. Pull together a report containing all existing evidence of issues in Stalham, including from Local Plan and Neighbourhood Plan addressing matters such as the High Street business mix; appearance; community facilities; the evening economy; and parking provision. The report should also identify any gaps in knowledge and potential ways to plug them, e.g. variable footfall across town centre.

NNDC will seek information from relevant sources to pull together this evidence base and will then identify the data gaps and suggest ways in which they might be filled, together with an indication of the resources necessary to do so.

3. Arrange another meeting of local councils, (including suitable County Council officers), the Local Enterprise Partnership, business and community leaders to review the recommendations of this report and agree/achieve buy-in for next steps. This can also offer an opportunity to share the assessment of issues and provide updates from individual organisations.

NNDC will arrange a meeting in the summer to discuss the findings and to develop a possible scope for future actions by the relevant stakeholders to respond to the findings.

4. Host a workshop in Stalham on improving local capacity, leadership and partnerships led by a High Streets Task Force Expert that will consider governance and place management partnership structures, with an awareness of identified needs and potential future responsibilities.

NNDC will liaise with the Town Council and Business Forum on the relevant scope for such a workshop and will take the necessary actions, in collaboration with the HSTF expert, for this to take place (potentially in the autumn).

5. Act on the recommendations from the Expert-led workshop to establish a partnership with a timetable and cycle of meetings suitable to prepare a joined-up plan and coordinate future delivery.

This will be pursued, following the workshop.

- 2.3 The team also put forward the following further recommendations that sit outside of the Restructuring Strategy:

6. Place analytics and dashboards (integrating and sharing sources of data).

NNDC will review the information available and the analysis necessary for populating a suitable dashboard, together with suitable tools for making this available.

7. Place Making Programme workshop.

NNDC will evaluate the scope for such a workshop to follow on from the above actions.

- 2.4 Whilst it is recommended that this work be taken forward for the town of Stalham, which is funded by external support available from the HSTF initiative, opportunities to share best practice between towns should also be explored.

3. Corporate Priorities

- 3.1 These proposals relate directly to the Council's current Corporate Plan objectives relating to Boosting Business Growth, specifically Objective 7: *"Facilitating the transition of our town centres to be places which are attractive and accessible for living, working and for leisure."* This includes the following action:

"Support local community organisations to encourage the development of 'place-based' approaches to maintain the vitality of local towns and town centres."

4. Financial and Resource Implications

- 4.1 NNDC made the successful application for HSTF support and the activities thus far have been supported externally. The only resource implications from the recommendations in this report relate to staff time and small-scale expenses for meetings/events.

5. Legal Implications

- 5.1 None at this time.

6. Risks

- 6.1 None identified at this time.

7. Net Zero Target

- 7.1 Action to reinforce the role and function of local town centres should help to ensure they act in support of more sustainable patterns of behavior and travel. There are no impacts arising from this report on the Council's Net Zero target.

8. Equality, Diversity & Inclusion

8.1 Not a relevant consideration at this time.

9. Community Safety issues

9.1 None at this time.

10. Conclusion and Recommendations

Cabinet is asked to endorse the findings of the UYPP report and agree to the following actions:

- Continue to work with interested organisations in Stalham to progress options for supporting its town centre and local businesses operating there
- arrange a meeting in the summer to discuss the findings of the HSTF investigation and to develop a scope for future actions by the relevant stakeholders
- host a workshop in Stalham on improving local capacity, leadership and partnerships led by a High Streets Task Force expert that will consider governance and place management partnership structures, with an awareness of identified needs and potential future responsibilities
- following the workshop, act on the recommendations to establish a partnership with a timetable and cycle of meetings suitable to prepare a joined-up plan and coordinate future delivery
evaluate the scope for a 'Place Making Programme' workshop to follow on from the above actions.