

## APPENDIX C – Originally issued as Appendix B to 21 February 2023 Report of Finance, Economic Development and Corporate Services Overview and Scrutiny Committee

### GRANTHAM TOWN TEAM – ACTION PLAN FRAMEWORK (UNTIL 31 03 2025)

ACTIVITY	PURPOSE	POTENTIAL/CONFIRMED ACTIVITIES
Grantham Engagement Manager	<p>To act as an Ambassador for Grantham positively promoting the town internally and externally.</p> <p>To build a strong, engaged and active Town Team stakeholder group focussed upon the positive development and promotion of Grantham.</p> <p>To identify and support the delivery of initiatives and activities which will enhance the quality of Grantham town centre.</p>	<p>Recruitment to commence 24/8/22.</p> <p>Postholder starts 21/11/22.</p> <p>Contract until 31/3/25.</p>
Town Team	<p>Act as the champions of Grantham, positively promoting the town internally and externally.</p> <p>Provide new ideas and concepts of how Grantham can develop.</p> <p>Support the development of a continuous programme of events and promotional activities.</p> <p>Assist with generating funding and sponsorship for events and promotional activities.</p> <p>Provide a sounding board for new policy and strategy to develop Grantham.</p> <p>Key decisions including financial rest with Council</p>	<p>Agree key stakeholders and shareholders and invite to introductory event.</p> <p>“Town Hall” meeting to present:</p> <ul style="list-style-type: none"> <li>• the concept,</li> <li>• draft Action Plan for discussion,</li> <li>• funding and opportunities</li> <li>• end game</li> </ul> <p>Meeting to include Cabinet Members and Senior Officers.</p> <p>Working Group membership and next steps – to be confirmed.</p> <p>Work with businesses/agencies to deliver outcomes suggested.</p> <p>Look at opportunities for wider community engagement including with youth groups/individuals who are the next generation</p>

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		of town centre users and should be involved in shaping it.
Promotion	<p>Whilst Grantham has many highly positive elements including location, connectivity and historic environment it seems unable to capitalise on these advantages and consistently loses market share to competitor towns and cities (Newark, Melton, Stamford, Peterborough, Nottingham).</p> <p>This needs to change and Grantham needs positive promotion going forward.</p> <p>Utilising the Welcome Back Fund a branding concept for Grantham has been created as well as a District wide town app (HelloSK) which forms the basis for wider internal and external promotion.</p> <p>These tools provide a basis but work needs to be undertaken on who Grantham is seeking to attract and how they will be attracted.</p>	<p>Consider Strategic Targeting – who are the visitors to Grantham and who are we aiming at? Examine footfall data, where are the visitors coming from?</p> <p>Map our existing promotional materials and media collateral/channels.</p> <p>Implement Station Approach new lamppost column brackets and “Welcome to Grantham” banners – also promoting the HelloSK app.</p> <p>Look at existing marketing collateral/groups and the potential to develop these further, this includes:</p> <ul style="list-style-type: none"> <li>• HelloSK</li> <li>• Engineered in Grantham – town centre?</li> <li>• Grantham Branding – Looking Up</li> <li>• Focus on Independent Grantham – Independents Day, Small Business Saturday, AMEX small biz</li> </ul> <p>Work with the two shopping centres on a joint campaign.</p> <p>Consider joint promotional activities with LNER, Woodland Trust and National Trust.</p>
Town Trails (SPF/HAZ link)	<p>Aim of the trails would be to attract visitors with easy to follow introductory and themed trails in the town which will improve footfall and dwell time.</p> <p>Close work will be required with businesses and other agencies who could capitalise on these trails especially those in the hospitality sector.</p> <p>The trails could also be further promoted as an add-on to the events programme.</p>	<p><b>Learn from successes of other similar towns.</b></p> <p><b>Consider opportunities for physical/digital trails</b></p> <ul style="list-style-type: none"> <li>• Link to HAZ – Grantham Trumps/Blue Plaque Trail.</li> <li>• The Newton pilgrimage – link to Woolsthorpe Manor/National Trust</li> <li>• Trails linking Belton - Harlaxton</li> </ul>

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	<p>Trails to be developed in conjunction with Bubltown/3<sup>rd</sup> party app provider and used on the app as well as hard copy.</p>	<ul style="list-style-type: none"> <li>• Food related - coffee, cocktail, beer, vegan, gluten free, sustainably sourced, etc.</li> <li>• Dog friendly.</li> <li>• Brass floor plaque trail</li> </ul> <p><b>Develop potential and cost delivery of these – sponsorship and other funding opportunities to be considered.</b></p>
<p>Events (external funding link)</p>	<p>Events are a key driver of footfall and dwell in town centres as well as acting as a promotional tool for the town.</p> <p>It is crucial to have an active programme of events in the town as a precursor to the improvement works at the Market Place and to cement this once it is open to create an active heart space on the town.</p> <p>This will require close liaison with the Arts and Parks Teams as well as with external providers on and around the town so that we can exploit the opportunities provided by linking events.</p> <p>Event sustainability will be a crucial factor to be considered as this part of the Action Plan develops.</p> <p>Consider opportunities at:</p> <ul style="list-style-type: none"> <li>• Market Place</li> <li>• Sir Isaac Newton Centre/George Centre</li> <li>• St Peters Hill</li> </ul>	<p><b>Devise and cost a programme of Town Centre Events with delivery management detailed.</b></p> <ul style="list-style-type: none"> <li>• Consider enhance delivery of other events – e.g. Mid Lent Fair, Christmas</li> <li>• Consider concept/delivery/funding of some medium – large sized (Gravity Fields scale) events in town – look at funding opportunities for this.</li> <li>• Welcome Back Folk Festival Annual in Summer aim for 2023 to build on original event &amp; include Guildhall with touring headline act)</li> <li>• Food Festival (Gingerbread).</li> <li>• Beer Festival – link to St Wulfram's.</li> <li>• Shop Front competitions – prizes.</li> <li>• Themed treasure hunt – prizes.</li> <li>• Events for next generation of town centre users - 13-17 years.</li> </ul> <p><b>Events should aim to become financially sustainable:</b></p> <ul style="list-style-type: none"> <li>• Consideration should be given to sponsorship opportunities/external</li> </ul>

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		funding/monetisation of concessions for events.
Markets (Link to SPF)	<p>Markets are a key footfall driver and the establishment of a high-quality market offer in Grantham is a key priority.</p> <p>There is a strong link here to the SPF programme and the Town Team should work closely with the programme leads on this. As a result this work could go way beyond Grantham and be an active opportunity for a potential series of markets around the key towns on a rotational basis.</p> <p>A variety of markets could be considered including farmers, continental, artisan/craft (food and goods) and night-markets. Larger scale markets could be supported by events e.g. musical acts, child/family entertainment.</p> <p>The aim would also be to attract local traders and suppliers to create a truly sustainable market offer. Whilst both the FHSF and SPF could provide seed funding to set the markets up, the aim would be for markets to be self-financing/making a profit in the future.</p>	<p>Work with the Markets Team to examine the opportunities for an enhanced market offer in the town, which would be complementary to the existing market.</p> <p>Look at the opportunity to bring the market back on to the Market Place once the works are completed.</p> <p>Potentially commission a piece of work by a body such as NABMA to explore the viability of a market offer and identify local operators/businesses who will grasp the Grantham opportunity</p> <p>Look at alternative/specialist markets including night markets.</p> <p>Consider promotional opportunities for markets. Actions following Markets Review Report to FEDCO.</p>
Self-Funded Model	<p>The Council cannot continue to fully support the activities of the Town Team. A key aim of the Town Team will be to create a self-financing model to be implemented beyond the Council's funding support for the initiative. Examples of self-funded models could include:</p> <ul style="list-style-type: none"> <li>• Ambassador Programme (TBC)</li> <li>• Town Centre Management Company</li> <li>• Business Improvement District</li> </ul>	<p>Recruitment of consultancy support to develop model, work with Town Team and other partners to establish preferred model.</p> <p>Drive agreed model forward for implementation post 31/3/25.</p>
Footfall Monitoring	Supports the Monitoring & Evaluation of the Future High Streets Fund programme.	Maintain receipt of footfall data, analyse the data and report back on gaps/opportunities.

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	<p>Monitors the success of promotional activities and events</p> <p>Enhances SK's tourism and visitor economy offer.</p> <p>Supports the preparation of town centre funding opportunities.</p> <p>Supports the production of a Tourism Strategic Framework for the District, especially the Grantham elements.</p> <p>Supports the development of a series of package/place offers to encourage longer 'stay time' in the Town.</p>	<p>Manage event success through evaluation of this data.</p>
<p>Small Improvement Projects – Seed Funding (SPF link)</p>	<p>Opportunities for smaller scale improvement projects to be developed.</p> <p>These must enhance the built environment and achieve prescribed goals including:</p> <ul style="list-style-type: none"> <li>• addressing void units</li> <li>• areas of perceived deprivation</li> <li>• add value to the visitor experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Street Stories – see Leicester BID. Will improve empty units – could be other aspects of public realm local history (bus shelters, Sir Isaac Newton Centre?) where it happened. These would be inventive, creative and eye-catching displays. This could link to trails etc</li> <li>• Work with management team at Sir Isaac Newton Centre to develop link to S.I.N. with displays in the centre. Note they are currently working with National Trust on this. This could link to trails etc.</li> <li>• Greening, working with the Woodland Trust and consider opportunities for sponsored planting, baskets etc around town. Meetings progressing.</li> <li>• Wayfinding – Station Road – Railway terrace jitty fingerpost. Working with LNER/LCC improved directional signage from Wharf Road. Review of vehicular wayfinding signage with LCC.</li> </ul>
<p>Major Projects – Funding Bids (SPF link)</p>	<p>Consider opportunities for financially significant improvement programmes within Grantham as well as</p>	<p><b>Connected Town.</b></p> <p>Consider appetite and economic benefits of publicly accessible Wi-Fi as well as a greater</p>

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	<p>opportunities to fund them, including S106 and external opportunities.</p> <p>Funding should always come with an ongoing maintenance dowry to allay fears around commitments to future Council budgets.</p> <p>Examples could include:</p> <ul style="list-style-type: none"> <li>• Connected town – publicly accessible wi-fi</li> <li>• Street/public art projects</li> <li>• Safe Streets – aiming for Purple Flag on night-time economy – <b>see detail below.</b></li> </ul>	<p>understanding of the financial commitments related to this. Potential connectivity to footfall monitoring and HelloSK.</p> <p><b>Public art projects</b></p> <ul style="list-style-type: none"> <li>• Potential replacement for Orrery on Market Place</li> <li>• Newton “window” between 19-20 Market Place</li> <li>• Gateway murals – Station Road retaining wall and adj. 40 Westgate with LNER/owner.</li> <li>• 5-arm junction railway tunnels with LNER/Network Rail</li> <li>• Old post office – St Peters Hill</li> </ul>
Evening/Night-time economy	<p>Significant gap between the closure of day-time business and the late night economy which is an opportunity lost. This needs to be confirmed through examination of footfall data.</p> <p>Aim to work with businesses to see what opportunities there are for extended opening in conjunction with evening/night-time events initially.</p> <p>Aspiration will be to work on achieving Purple Flag status. Purple Flag is an international accreditation programme awarded to locations which deliver excellence in the Evening and Night-Time Economy.</p> <p>Purple Flag strives to help create safe and thriving locations at night for all users and rewards those who achieve this in their destinations after dark.</p>	<p>In conjunction with developing the events programme work with businesses and other agencies, such as the Police, Licensing Team to examine what the issues are to later opening and develop a plan as to how these barriers can be overcome with trial events.</p> <p>Research the requirements for Purple Flag status. With stakeholders, devise a costed timebound plan of what Grantham needs to do to achieve this.</p> <p>Consider use of Safer Streets Funding for women and girls – GEM to join working group</p> <p>Implement the agreed Delivery Plan.</p> <p><i>To note the delivery of Purple Flag status could progress beyond the lifespan of the Town Team programme.</i></p>

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