



NEWCASTLE-UNDER-LYME TOWN CENTRE PARTNERSHIP (NULTCP)

Business Plan

2013-2015

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A viable & sustainable NULTCP

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Introduction

The Vision: To be the best market town in Staffordshire

Mission statement: To offer a vibrant and thriving town centre to our residents and visitors based on our traditional market town values of quality and speciality, within an historic, beautiful, well maintained and safe environment.

What is NULTCP?

The Newcastle-under-Lyme Town Centre Partnership (NULTCP) is a new Community Interest Company which was formed in January, 2013. It is a private-sector led initiative which sets about to improve the vibrancy and performance of Newcastle town centre.

The partnership's board is made up of key stakeholders from the town, as well as strategic partners in the Borough which can help us achieve our aims. But this is an organisation in its advent, and it is evolving continually. The only way it will achieve its mission is by partnership with the whole business community of Newcastle, who we hope will all become members (which is currently free).

This initiative has the support of Newcastle-under-Lyme Borough Council (NULBC), which has set the town centre as one of its priorities, and through their support and working hand-in-hand with Newcastle's business community we are ready to make positive steps to help revitalise our great market town.

Over the following pages, we set out our goals over the next two years, which we believe will help transform what is already an attractive market town into something which can survive the issues which threaten the high street in these modern times, and become something we can all be proud to be part of.

Please bear in mind; this is not an exhaustive or limiting document. It is a work in progress, which will evolve over time. So when we identify further projects we consider beneficial and achievable, we will continue to add them to this plan as time goes on.

Matt Taylor

Town Centre Manager

Newcastle under Lyme Town Centre Partnership



NULTCP Structure

In order to achieve what we set out to, the Town Centre Partnership has a board which oversees the strategic decisions, and a set of theme-groups, championed by board-members, which are tasked with improving specific aspects of the town.

Chairman – Jonathan Mitchell (Chairman, Cornwell’s Chemists)

Vice-chair – Glenda Miller (partner, Knights Solicitors)

Board members:

Edward Leligdowicz (Franchise-owner, McDonalds)

Fiona Wallace (Exec Director, New Vic Theatre)

Susan McCarthy (Manager, Roebuck Centre)

Douglas Morris (Chairman, Partnership against Business Crime)

Carl Evans (Exec Director, BNI Staffordshire/Shropshire)

Jenny Tucker (Commercial Director, Keele University)

Sara Williams (Chief Executive, North Staffordshire Chamber of Commerce)

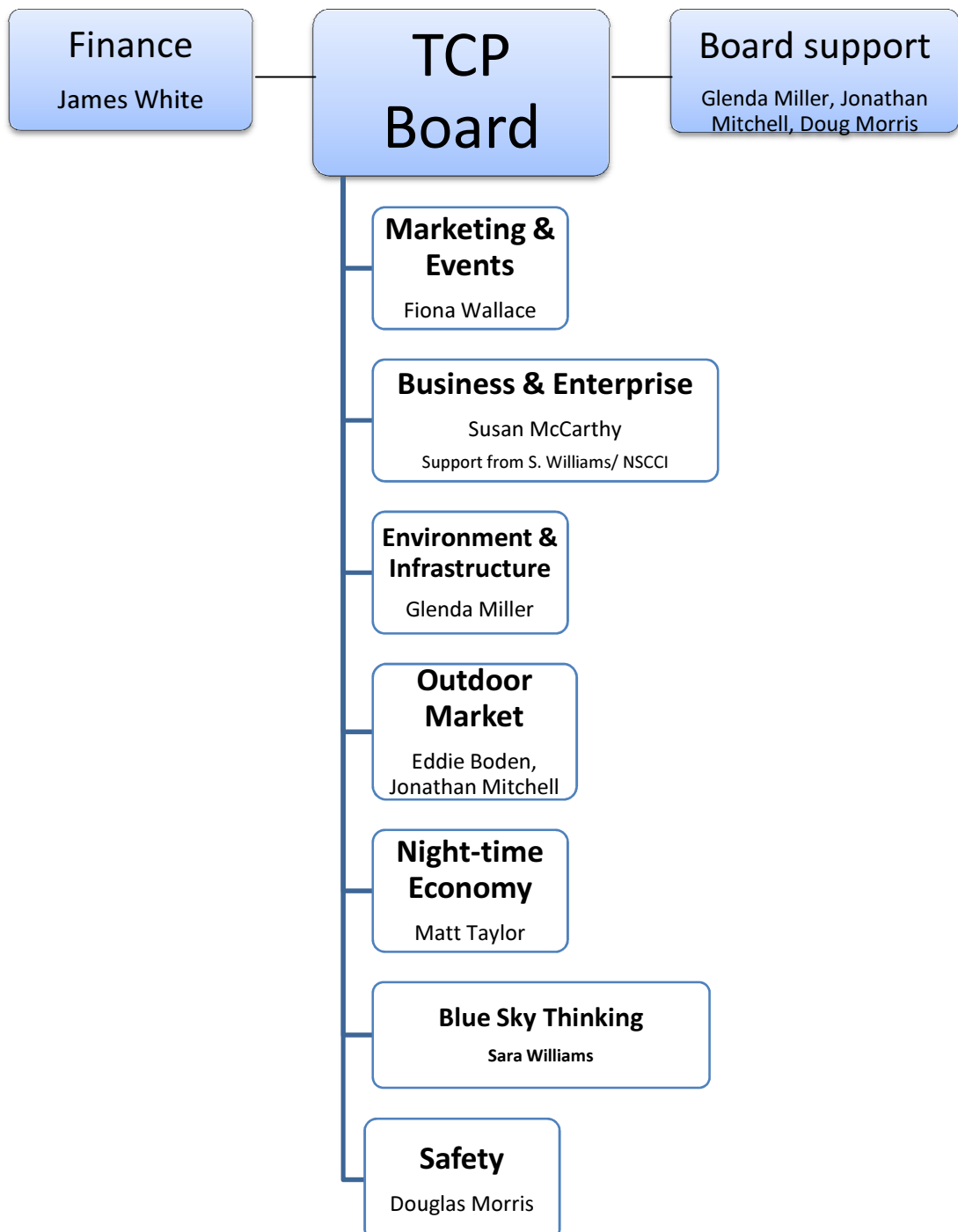
Val Tomlinson (Assistant Principal - Curriculum and Corporate Developments, Newcastle under Lyme College)

Eddie Boden (Deputy Leader of the council)

We already have members from businesses within the town centre and are now – having got things set up in January – looking to expand the membership to include every business in the town. Through being a member of the organisation you will be able to have your say about the future of Newcastle, get involved with events, as well as take advantage of benefits of being involved with the TCP, for example you we are setting up a new website to market the town to visitors, on which all business members have their own page, which they can update with news, information and offers whenever they like.

Structure (cont.)

See below diagram of the structure, including details of theme-group ‘champions’



Action plan highlights

We will:

- ✓ Develop a consumer-focused website to promote Newcastle
- ✓ Create & operate a town centre loyalty card voucher
- ✓ Put together an events programme including four festival events in 2013, six in 2014
- ✓ Work & communicate with businesses for communal benefit
- ✓ Attract new businesses to the town centre that can survive the modern high-street arena
- ✓ Support existing businesses to help them thrive in the town
- ✓ Run more specialist markets
- ✓ Provide a series of development courses/projects for new and existing businesses
- ✓ Create a better, more attractive environment and atmosphere
- ✓ Implement the 'Totally Locally' brand to support and promote independent businesses
- ✓ Introduce a town-centre guide promoting businesses and events
- ✓ Work together with Keele University and Newcastle College to create a true "University Town"
- ✓ Create a more vibrant, varied and safer night-time economy

We aim to:

- ✓ Increase footfall in the town-centre by 50% in two years
- ✓ Create the best outdoor market in Staffordshire
- ✓ Introduce a town-wide shopping gift-card system for town
- ✓ Develop a town centre arts/sculpture attraction & trail
- ✓ Create a covered entertainments space where regular outdoor events take place
- ✓ Work with partners to attract major investment & redevelopment of key town centre sites

Marketing and Events Strategy

Our aims are to:

- Raise Newcastle Under Lyme’s profile as a destination for retail, leisure and business
- Develop and promote a consistent brand image based on the overall Town Centre Partnership vision
- Bring cohesion to town centre marketing messages
- Develop and promote a year-round programme of professional and community-led events

The Marketing and Events group is responsible for the strategic overview of marketing (including branding) and events, including allocation of resources.

This includes:

- Leading the branding of the town centre
- Website development and content management
- Promotional activities
 - Publicising events
 - General publicity for the town centre
 - Publicity for TCP ambitions and achievements
- Overseeing and monitoring town centre events programme
- Development of on-line marketing
- Budget setting for marketing and events

To do this we will:

What	How	When	Who
Commission and develop a website	Content being collected, photographs supplied & local web company in development process	By End of April 2013	NULTCP/NULBC/private sector partners
Develop online marketing activity	Through social media Through TCP website	On-going, and evolving May 2013	NULTCP
Promote a loyalty card voucher & system for town centre retailers	Using TCP web-site Through social media Press releases Through newsletters	July 2013 July 2013 July 2013 Jan 2014	NULTCP
Agree a PR & Comms Plan	See supplementary document	April 2013	NULTCP/NULBC

Put together an events programme	Put together a year-round programme of events including: Four thematic festivals during 2013 / six in 2014, Bring bandstand back into use and regular smaller events in town. <i>See supplementary Events Programme document</i>	April – but constantly evolving	NULTCP/NULBC/private sector partners/voluntary organisations
Publicise a town centre events programme	Online Hard-copy	May 2013 Dec 2013	NULTCP NULTCP/NULBC
Events Toolbox	Create an information pack for businesses/public to use to put together their own events	March 2014	NULTCP
Promote wider TCP ambitions and achievements	To promote projects being managed by other theme-groups to general public	April 2013 – on-going	NULTCP/NULBC
Develop town centre sculpture / art trail / heritage walking trail	Working with cultural partners to develop historical and cultural attractions and events in the town centre Possible Heritage Lottery Funding (HLF) bids	Spring 2014	NULTCP/NULBC/Cultural partners (museum/library)
Online newsletter to members of website	Keep businesses informed and create a forum of communication	June 2013	TCP
Printed newsletter to members of TCP	Keep businesses informed and create a forum for	Jan 2014	TCP/NULBC

	communication. Eg “Talk of the town” newsletter		
Online newsletter to visitors	Keep visitors new and old abreast of all things going on, offers and news about the town centre	August 2013	NULTCP
Postcards of the town	Use photos of events run by TCP to compile a set of postcards promoting the town	Feb 2014	NULTCP/tourist info/library/museum
Develop social media	Regular Facebook/twitter activity to promote TCP events/projects, competitions to increase ‘likes’ and followers	On-going	NULTCP
Develop a town- centre ‘app’	To work alongside NULTCP website to promote visiting the town, offers and events	Pending funding – Nov 2013	NULTCP/private sector

Outdoor Markets strategy

We believe a successful and vibrant outdoor market is key to securing Newcastle's future and our vision is to have the best market town in Staffordshire.

There are major works going on to improve the market, as detailed in supplementary information, to design, construct and install new market stalls, and to design & construct new paving for the new and improved market. The new layout will be located in High Street and part of Hassell St. It will be outward-facing, with a service lane in the centre, creating a dual-fronted street-scene with shops on one side, and market stalls on the other.

This project is being undertaken by Newcastle borough council, but the TCP is holding regular theme-group meetings with market representatives and other concerned parties to ensure this project takes place in conjunction with and retaining communication with the traders, with the least disruption, and with the intention that the result is one which everyone involved is happy with.

What	How	When	Who
A new outdoor market	Project under way to renew the market, the physical stalls, and relocate.	Sept 2013	NULBC
Attract new, high-quality market traders and goods for sale	Run an 'into market' programme to identify and develop potential new traders	October 2013	NULBC/NULTCP
	Run young enterprise/market apprentice projects	July 2013	NULTCP/NULBC/ Newcastle College (NULC)/Newcastle High School (NULS)
Develop programme of specialist markets	Christmas/German Market	Dec 2013	NULTCP, NBC support & private sector partners/voluntary Orgs, NULBC, Keele Uni
	Charity markets	May 2013	
	Continental market	Spring 2014	
	Summer market	July 2014	
Markets review	Review to ascertain the current status, room for	June 2013	NULBC

	improvements and gaps in offer on the market		
Agree action plan for market development	Agree forward plan to ensure market strategy will deliver the best market in Staffordshire by 2015	Oct 2013	NULTCP, NULBC
Improve internal and external communications	Monthly meetings with trader representative, council market managers and TCP A new markets PR strategy, agreed with market traders	March 2013 August 2013	NULBC/NULTCP
Support the introduction of a 'Totally Locally' market	to support the totally locally brand being introduced to support local independent traders	July 2013	NULTCP/Past & Presents
Introduce a Sunday Car boot sale	Car boot sale to drive footfall into the town on Sundays (which has knock-on-effect of increasing trade opening over Sundays)	July 2013	NULTCP/Caudwell Children's Charity

Business & Enterprise Strategy

The Challenge

Like most traditional town centres, Newcastle-under-Lyme (NUL) has been affected by changes; through changing retail patterns and the introduction of new technologies, as well as the lacklustre economy. However, NULTCP does not feel that the town centre's importance has been diminished and that by actively supporting and working with town centre businesses and alongside local government we will ensure NUL prospers.

The challenge is for the TCP and its partners to respond imaginatively and to use the appropriate town centre management structures as drivers of change.

Objectives

- To encourage and support the growth of businesses within the town centre
- To encourage and support the development of new businesses within the town centre
- To create a friendly business community environment to support the growth of all commercial and social enterprises.
- Encourage greater community involvement in the life of the town centre

Two year action plan

Health Check

- Carry out a Town Centre Health Check to highlight key issues.
- Carry out a SWOT analysis of NUL Town Centre.
- Vacancy Rate Analysis
- Retail Index Scheme for all town centre retailers with the understanding that results will be restricted to those willing to contribute.

Partnership Development

- Town Centre Manager to reaffirm the identity and raise the profile of the TCP
- Hold networking events so that NUL businesses can meet TCP members and learn more about the partnership
- Maximise opportunities to tap into external funding.

Investment Campaign

- Inward Investment Campaign with a proactive approach to attract new investment into the town centre using a detailed information pack targeted at potential investors and commercial agents.

Training

- Providing a warm welcome and sharing knowledge of the town is vital to encouraging visitors to stay longer and spend more.
- NUL TCP will be working with keystone holders to look at introducing a number of training programmes to members of the TCP.
- Using M&S offer of retail training, as well as 'gurus' scheme to utilise training options from within NULTCP

Reward Schemes

- To recognise success, NULTCP will launch an awards programme aimed at rewarding those who excel in their day-to-day work.
- To look at ways to encourage shoppers & visitors to increase spend within NUL town centre.

Business Communication

- Town Centre Manager - first point of contact (hosting monthly drop-ins)
- Street Representatives appointed to assist with the face-to-face communications adding a personal touch of keeping all town centre businesses up to date
- Quarterly Business E-Newsletter for TCP members giving feedback on the town's vibrancy and regular updates on the TCP

Projects & Timescales

What	How	When	Partners
Loyalty/discount card	Set up dual-branded Staffordshire/NUL discount card scheme	Summer 2013	NULTCP/NULBC/County Council (Enjoy Staffs)
Gift Card	Set up NUL town centre shopping gift card scheme	Nov 2013	NULTCP/NULBC
Development Projects	Quarterly Networking Events for NUL Businesses	Feb 2014	NULBC/NULTCP/NSCCI
	Retail/business coaching programme	Jan 2014	M&S, NULTCP members/NULBC
	Audit & training business support scheme	June 2013	NULBC/NSCCI/BES?
	To develop a programme of capacity	Jan 2014	NSCCI/BES/NULTCP partners

	building in relation to; IT, social media, digital sales		
Website B2B Section	Develop a members' B2B area on NUL TCP website	Dec 2013	NULTCP/TCM
Street Ambassadors	Assign representatives in various areas of town in order to communicate easily with whole business community	August 2013	Members of the NULTCP
Business start-up and mentoring project	Dragon's Den Style competition & mentoring scheme to bring new, innovative businesses and business- people to Newcastle	Autumn 2013	Local business leaders, NSSCI, NULTCP board members/NULBC
Totally Locally	Implement 'Totally Locally' branded scheme to support and promote independent traders/retailers	July 2013	NULTCP members (champion: Past & Presents)/NULBC
Town Centre Maps	Project to develop Maps of independent retailers/food outlets developed to support/promote businesses	Initiated: Multiple maps to be developed – end Dec 2013	NULC/NULTCP
Events & Competitions	Quarterly events to increase foot flow and sales for NUL businesses, to include but not be limited to: Indie Easter Egg Hunt Event NUL Fashion Show	Within 12 months March 2013 12 months	NULTCP NULBC/NULTCP NULTCP
Business Mentoring	Mentoring scheme for new businesses	Within 12 months	Keele/NULBC/ NSSCI/NULTCP/BES
Young Entrepreneurs	Work with partners to	March 2014	NULC/NULBC/NULTCP/

scheme	run projects involving young people in business and on the markets		NULS
Premises promotion	Promote empty units, offices, and businesses for sale to public using TCP website And newsletter	May 2013 Jan 2014	NULBC/NULTCP/ Private sector partners
Enterprise development	To identify opportunities for Keele development centre and NULC spawned businesses to establish in the town centre Encourage & promote pop-up shops, workshops & restaurants in disused properties	Apr 2014 On-going	NULC/Keele/NSCCI/ NULTCP NULTCP/local creative organisations
Blue-sky thinking	Creation of an Indie department store/permanent pop-up emporium Develop town centre as a 'department store' website – people shop from whole town as if it's one store online, and get products delivered	TBC – relies on funding Pending funding – July 2014	Pop-up traders & entrepreneurial Partners Private sector, web-design company, NSCCI, NULTCP
Promote Sunday opening	To create a genuine shopping day on Sundays – promote free parking & car boot sale	Autumn 2013	NULTCP retail partners

Key Performance Indicators (KPIs)

(these KPIs are also relevant to the NULTCP as a whole)



Night-time economy Strategy

Objective:

Strengthen the night-time economy of Newcastle

Our aims are to:

- ✓ Increase footfall into town centre from 5pm-2am.
- ✓ Improve the evening leisure/catering offer in town
- ✓ Create a more vibrant night-time economy in Newcastle
- ✓ Strengthening the links between the daytime and night time economies/activities

We will do this through:

Projects:

What	Timescale	Partners
Entirely new student night event on Thursdays, offering Keele and Staffordshire University Students a night where bars/restaurants put on offers for students, with free buses from Keele campus	March 2013	Keele/NULTCP
Develop cross-trade promotions: Vue cinema – orange night out New Vic theatre and between Between bars and restaurants	Oct 2013 July 2013 Feb 2014	Vue/New Vic/NULTCP members
Build another themed night out in town to increase week-night activity	March 2014	NULTCP members
Trial late-opening 5-8pm on Thursdays	Nov 2013	NULTCP members/ NULBC
Encourage street-cafes to allow owners to put furniture at the front of coffee shops through easy to attain “street café licenses”	Summer 2013	NULBC/NULTCP members
“Get your clobber” project to link daytime to night-time economy	March 2014	NULTCP
Film Festival Spring/Summer 2014	Funding pending Summer 2014	Local film companies, NULTCP members
Develop Purple flag accreditation scheme: See more info in “Safety” section	March 2014	PABC, Safer nights partnership

Safety

Priority: Develop Purple Flag Scheme. (Timescale 12 months)

We are under-way with the project to attain a ‘Purple Flag’ accreditation for Newcastle town centre over the next 12 months.

Purple Flag is an objective assessment designed to provide a recognisable recognition system so that people know that the town manages its night-time experience well and overcome any previous negative misconceptions.

It provides the opportunity for successful centres to present themselves in their true colours and in a positive light to town centre users, including operators, residents, tourists and visitors.

Other Projects:

Finalise Town Evacuation Strategy	Complete a town centre evacuation strategy and circulate as appropriate	June 2013
Crime Manager	Submit a case for enhancement of Crime Manager to become a full-time role	Submission made
Incorporate Kidsgrove Pubwatch	Discussions in progress	Dec 2013
Implement membership recruitment strategy	To recruit members of the safer nights partnership, and persuade venues/retailers to be part of radio communication scheme	On-going – depth of strategy dependent on crime manager’s position
Monitor other issues	Monitor all Theme group activity to pick up on any safety issues that may arise from new or existing activity	On-going
PABCIS	Continue on Board of PABCIS (Partnerships against Business Crime in Staffordshire.	On-going
CCTV	Expand CCT Volunteer coverage and explore possibility of becoming a service provider for the CCTV Centre.	Work started, on-going issue
Web-based exclusion	Expand web based exclusion process in the ‘behave or be banned scheme’	On-going
Justice Centre	Continue work on Justice Centre Group to monitor issues relating to it	On-going
LAP involvement	Forge closer liaison with Town Centre Locality Action Partnership.	(Ongoing).
Crime Manager		
Charity shop inclusion	Set up Group membership for Charity Shops	On-going
Communication	Set up collaborative links between Crime Manager and TC Manager	Initiated

	Ensure local Councillors kept abreast of our activities	April 2013
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Theme Group consists of:

D Morris -- Jason Bould Crime Manager - Police Partnership Manager Steve Lovatt - Trevor Smith NBC Community Safety Officer. Mark Bailey - NBC. Assisted when required by M.R.S Communications.



Board Support

Payroll services	Set up and Administer Payroll systems for on behalf of TC Manager. (Doug Morris)	On-going
Provide support to TCM	To support the TCM in his role and advise where possible	On-going

Environment & Infrastructure

Objective:

To enhance the built environment and infrastructure of the town centre environment

What	How	When	Who
Britain in Bloom	Sustain Britain in Bloom campaign and expand – sponsorship from	On-going	NULBC/NULTCP

	local businesses		
Create a town-centre community	Progress town centre redevelopment scheme, and town-centre living / Living over the Shop (LOTS) schemes	End of 2013 and on-going	NULBC/developers/ NULTCP
	Put together a project to promote 'living & working' spaces in town centre	Pending funding	NULTCP/nulbc/Aspire/ Private landlords
Subways improvements	Through funding already assigned from Sainsbury's	Jan 2013	NBC/NULC/creative industries
Parking	To improve convenience, appearance, safety and price structure of car parking in the town centre	Implement changes by Summer 2013, but on-going improvements	NULBC/NULTCP
Improvements to appearance of town and repairs to environment	Work with county council to ensure repairs are made to damaged environment around the periphery of the town centre	On-going	County council
	Chewing gum project – Iron-market. To rid the area of chewing gum debris and promote an awareness campaign to prevent a reprise	Pending funding	NULBC/NULTCP, funders

	Work with partners to make empty units more attractive – eg. art projects	July 2013 and on-going	NULTCP/NULBC/creative industries
Large-scale investment/infrastructure projects	To bring forward and to have input into the Ryecroft scheme and other large-scale projects to redevelop key sites in and around the town centre	On-going	NULBC/developers
Landlords Database	To facilitate improving of look of town, put pressure on to make improvements, and create a forum so they can join schemes by Business & Enterprise group	June 2013, on-going project	NULBC/private sector/NULTCP members
An entertainments space	To attract funding, design and construct a sustainable covered entertainments space in the town centre	TBC (blue-sky thinking idea)	NULBC/Arts Council/Developers/TCO members/NULTCP
Communication board	Fund and install a digital information board in the centre of town to display news messages and publicise events	TBC (blue-sky thinking idea)	NULBC/funders/NULTCP members
Wi-fi zones	Install wi-fi hubs in the town	TBC (blue-sky thinking idea)	NULBC/NULTCP/funders

University Town



We are in the process of setting up a theme group led by Keele University, as well as representatives from Newcastle under Lyme College.

It is clear that there is some talent to harness from young people at both establishments who can contribute to blue-sky thinking ideas about how their generation would like to see in the town centre, as well as the fact that they have skill sets which could be harnessed to work on projects in partnership with NULTCP.

Potential projects include:

- ✓ Develop arts programmes and events
- ✓ Business Innovation project (with NULC – already initiated)
- ✓ Establish programme of work placements and internships
- ✓ Involve students from both organisations in NULTCP projects to harness skills, and give them a chance for work/project experience
- ✓ Introduce NUS extra scheme – to offer students discounts in participating outlets

Outcome

A better connection with local educational organisations, increased vibrancy through more young people involved with and visiting the town.

To establish a sustainable and viable NULTCP

It is highly important that we continue what we have started. For that reason, we are encouraging all businesses in the town to become members of the TCP. There is no charge, and now and in the future, there will be many benefits. Currently businesses are able to sign-up to the partnership and register for the new town centre website for free. They can do so by following the link below, or by contacting one of the officers (details overleaf).

<http://nultcp.digitaldelight.co.uk/>

Other plans to ensure the sustainability of the NULTCP:

Develop the Membership of the Town Centre CIC	Website & online member sign-up	March 2013 and on-going	TCM, marketing group
Regular communication	Ensure regular briefings between key members are arranged, theme groups are organised effectively & outward communication is effectively carried out (according to PR Strategy)	March 2013, on-going	TCM, marketing group, administration support
Review structure & board	Review TCP structure & board membership every six months to ensure best performance and effectiveness Consider gaps in skills that could be filled through new members	August 2013, Jan 2014 On-going	Chair, TCM Board members, TCM, Chair & VC
Review best practice	Communicate with other similar organisations to review best practice and learn from others rather than reinvent the wheel Learn from case-studies in other towns and cities in the UK and abroad	On-going	TCM, chair & board members
Prepare a robust financial framework	Ensure that the partnership has a continued financial viability through funding	On-going	Board support
Business Improvement District (BID) / membership charging structure	Consider the proposal of a Business Improvement District and/or the implementation of a membership charging structure to help fund NULTCP & its projects	Autumn 2014	Board support
Apply for funding	Identify possibilities & apply for funding of NULTCP to cover ongoing	On-going	NULTCP/NULBC/County council/NCVS

	costs and specific projects		
Review Business plan	Review Business plan, add new projects, ensure continual progress	Quarterly	NULTCP & board support

Finance

We are in the process of formulating a budget/cash flow forecasts.

Current income to support the above projects comes from the following funds:

£10,000: from 'Town Team' fund (Central Government)

£10,000 from an agreement with M&S

£100,000 from a Section 106 agreement with M&S (some but not all projects rely upon this)

Aside from this, we are, and will continue to be, putting in bids for funding from a variety of bodies, local and national, and through this we aspire to deliver the above projects, and more to come.

Key Contacts at NULTCP

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