	Ed	conomic Developme	nt Strategy 20	012-17 Ye	ear One Actio	n Plan 2012-1	3
No.		_			Timescales/Milesto	_	
_			Lead Agency	Other Partners	nes	Resources	Outcome
	iness – Objective: Strengt			1		T	I=:
1	'diverse specialisation', aiming	the strategy as a whole and	NBC	see column 2	see column 2	see column 2	The economic development of the Borough along lines which reflects its personality and make-up
2	We will develop a co-ordinated enterprise strategy	2.1 Produce 'route map' to setting up a business, concentrating on council services	NBC		Information on website June 2012, active promotion July 2012	NBC officer time	Better informed business start-up community,
		2.2 Seek funding to ensure continuation of North Staffordshire District Enterprise & Education Partnership group (DEEP)	DEEP	NBC, local businesses, Staffordshire Partnership, Finest	Partner funding secured April 2012, School charging schedule finalised June 2012	£1.5K from partners and schools	DEEP group continues to link schools and employers for mutual benefit
		2.3 Pilot single telephone contact point for local business support and link from Stoke & Staffordshire Local Enterprise Partnership; (The LEP) website	The LEP	North Staffordshire Chamber of Commerce and Industry (NSCCI), Stoke- on-Trent City Council (SoTCC), Staffordshire County Council (SCC)	LEP to review effectiveness of the pilot September 2012	Partners' staff time	Better informed business community
		2.4 Develop innovative ways of engaging young people in enterprise activities	DEEP group	NBC, local businesses, Staffordshire Partnership	Improvements to primary level 'job carousels' June 2012, Adapt 'Job Carousel' offer for secondary schools Sept 2012	DEEP members time	Innovative actions to develop enterprise skills in young people

2.5 Continue to grow and develop the Newcastle Business Boost competition	Newcastle Business Boost Steering Group	businesses, NBC	selection of finalists Sept 2012, Awards	C. £10k cash and in- kind support from partners	Stronger businesses supported by robust business plans
2.6 To provide business events in line with The LEP with the aim of unlocking the potential of the private sector	The LEP	The LEP partners a range of event	Schedule of 2012-13 LEP events to be developed.	Varied according to type of event LEP Capacity Fund to be sought	Economic growth of The LEP area
2.7 Actively manage business pages of NBC's website	NBC	All agencies providing business assistance	Ongoing	NBC	Better informed business community
2.8 Introduce Planning Charter Mark	The LEP	authorities	Feb 2012 The LEP launch of planning charter mark. March 2013 Planning Charter Mark awarded to those local authorities who have met the relevant criteria.	Varied	Operation of a business friendly planning system

		2.9 Delivery of faster and more reliable broadband across Staffordshire	The LEP		Broadband Delivery UK official agreement to the broadband delivery plan April 2012. Communities encouraged to register demand for broadband services June 2012 Complete negotiations with broadband providers to improve services to residents in worst affected areas of the County December 2012	£15.94m of which £7.44m Government funding and £7.5m from Staffordshire County Council	Improved connectivity for businesses and residents
		2.10 Establish business enterprise coach in Newcastle. Initially focusing on unemployed people.	LEP Business Support and Innovation Group	Business Enterprise Support (BES), Family Employment Initiative (FEI), Aspire, NBC	April 2012 onwards for one year. Minimum of 10 contacts per month	ERDF, City Council and BES (approx £50K annually)	Increase in number of business start ups
		2.11 Set up Newcastle Partnership Social Enterprise	Newcastle Partnership	•	Investigate setting up options by July 2012. Establish Social Enterprise by March 2013	Staff time from all partners	Model of good practice established that others can use to support Social Enterprise set ups
		2.12 Work with local business community to develop proposals for funding from the Regional Growth Fund	NBC	SCC	Round 1 awards from The LEP Board April 2012	NBC staff time; up to £7.6m available from the fund across Staffordshire as a whole	Economic growth; unlocking stalled development projects, promoting enterprise
3	We will support development of emergent knowledge intensive sectors, building on higher and further education expertise	3.1 Develop the Business and Innovation Group (BIG) to support high growth companies	Staffordshire		Action through the year including holding tailored business support events and seeking funding through BIS, ERDF or the Higher Education Funding Council (HEFC)	Partners' staff time	Expansion of the high-growth business sector

3.2 Mentoring & work placements for students wishing to pursue a science based career	NBC & KSBP	Local technology based firms, including companies based on the Science Park	Ongoing	Staff time	Encouraging careers in the sciences
3.3 Use 'Career Academies' to raise aspiration and attainment for young people	NBC	NBC, Finest, local employers	_	paid internships from local employers	Better skilled and more emplyable young people
3.4 Attract more young people into education, training and employment through the STEM sectors	The LEP	Employers, County and City Council, Further Education (FE) and Higher Education (HE) providers	Recruitment, training and employment of Science, Technology, Engineering, and Mathematics (STEM) Ambassadors in 50% of schools and colleges from April 2012	Staffordshire STEM centre	More young people choosing science, technology, engineering or maths as a career path
3.5 Promote Keele University as an exemplar of environmentally aware and sustainable campus to demonstrate the expertise offered and grow the low carbon & environmental sustainability expertise in the Borough	KU, KSBP	Make It; NBC; The LEP	Ongoing		Raise profile of the area (as well as the university). Raise local aspirations

4	We will support development of the professional and business services sector	4.1 Continue the development of Finest as the region's leading professional services network	Finest	companies, potential sponsors	to engage an optimum number of	Finest members' time Membership subscriptions Event sponsors	To act as a catalyst for the growth and development of member businesses and the professional services sector in North Staffordshire; Enhanced local procurement opportunities
		4.2 Bring forward suitable business accommodation in Newcastle Town Centre. See also 8.4, 8.5 and 8.6	NBC and site owners		Develop detailed briefs for town centre sites (see further 8.4) and work with the Make It team and site owners to promote them, from July 2012 onwards	Staff time; marketing budget	Greater professional services employment located in the town centre
		5 5	NBC and all other local partners		For details see 6.1, 6.2, 6.3 and 6.4 below	As left	A stronger local professional services sector
	We will make the most of the Borough's successful logistics sector	5.1 Marketing the Borough for inward investment	Make It (The North Staffordshire Inward Investment Service) See further section 15	NBC both as planning authority and in	Ongoing / through the year	£13.5K marketing budget plus staff time and resources	Successful occupation of existing premises (such as 'Blue Planet' - potential new jobs 400 - 600, and 'Alto 415' - potential new jobs 200 - 300)
		5.2 Exploit the PR value to the Borough of the outstanding environmental standards attained by the Blue Planet building	as above	NBC	Once occupied	Staff time	profile raising value
	We will seek to optimise the benefit to local companies from public sector procurement.	6.1 Make more use of the Think Local for Business (TL4B) website to promote business opportunities	TL4B partnership	county councils	TL4B website live Apr 2012, targeted mail shots ongoing from April 2012, review of progress October 2012	c.£20K from district and county councils, private sector and advertising	Better informed business community, increased business opportunities
		6.2 Set up procurement hub on council website for lower value contracts	NBC		Complete by April 2012	Minimal cost to NBC	Local businesses can easily access opportunities

Di.		portal covering all sectors		NBC	results of ERDF bid. May 2012 and	Minimal cost to NBC £150K ERDF £150K match funding from other sources	Tenders are designed to encourage local businesses to apply Local firms able to bid for more work in North Staffordshire More business for local firms in North Staffordshire
	and Infrastructure – Objective: F	, -	lvina	ls	la <i>e u</i>		
	We will draw up a Masterplan to guide the future development of Newcastle Town Centre	7.1 Further development of the Newcastle Town Centre Strategic Investment Framework (SIF) - see further Objective 18	NBC	Newcastle Town Centre Partnership (TCP)	See further objective 18	For detailed projects see objective 18	Increase in level of activity, footfall and perceived attractiveness of the town centre, leading to increased expenditure with town centre businesses and retailers
		7.2 Bringing forward the development of a major new retail scheme for the Ryecroft site (further detail see 8.1)	NBC	Staffordshire County Council (SCC)	developer by March 2013	£90K in retail development consultancy fees; £10K in planning consultancy fees and costs associated with additional land assembly (not here quantified)	Start on the development of approx 160,000 sq. ft. of new retail development by 2015
		7.3 Bringing forward the development of a new Civic Quarter potentially on council owned land at Nelson Place or the Ironmarket	NBC	SCC	Optioneering and cost estimates completed July 2012 with a view to a firm development decision October 2012	To be agreed	Completion of the construction of new civic office space housing both NBC and SCC staff by 2015 Relocation of significant numbers of SCC staff into the town centre from elsewhere in the borough
		7.4 Securing the satisfactory redevelopment of the former Blackfriars Bakery site, Pool Dam	Morston Assets	NBC		Private sector funds	To support footfall and the economy of the town centre
		7.5 Adoption of design briefs for each of the town centre's three key development sites (see 7.2, 7.3, and 7.4 above) as agreed planning policy	NBC		July 2012	Staff time	Clear communication of the Council's design and development objectives for the three sites and the encouragement of good quality design and development standards are achieved

8	proposals for retail and business accommodation in Newcastle Town Centre with priority placed on growing its professional services and a distinctive retail offer	development partner for the Ryecroft scheme (ensuring that the partners' Development Agreement makes provision for elements which play to the town's qualities (a department store, a quality food store, family friendly eateries/ restaurants); ensure scheme design encourages the circulation of retail footfall around the town).	NBC	Wakefield (Retail Development Advisors)	Finalise development brief, launch marketing campaign (April 2012); invite and review submissions (July 2012); evaluate prospective candidates, public consultation, selection of preferred development partner, Heads of Terms agreed (November 2012); negotiate development agreement (March 2013)		see 7.2
		8.2 Town centre promotion (including that of its independent shops offer) see further Objective 18	NBC	Centre Partnership	Food festival May 2012, Music Festival June 2012, Independents month July 2012, Pink week Oct 2012	_	Increase business for the town's independent retailers
		8.3 Develop a new Civic Centre with co-located services between NBC, SCC and the PCT		Primary Care Trust (PCT)	requirements and make firm decision on whether to move, November 2012	·	Significant annual cost savings in terms of running costs; public service benefits of co-location
		8.4 Market key town centre development sites for office development	NBC	Investment Service	Prepare detailed site particulars; agree programme with site owners, create uniform offer with SoT City Council (July 2012)	marketing budget	Elicit greater developer / occupier interest in town centre sites and slow the rate of business leakage to out of town sites
		8.5 Bring Blackburn House back into use	Morston Assets		•	•	Re-provision of 47,000 sq ft of modern business floor space

		8.6 Market Lancaster Buildings for office occupation	NBC	Daniel and Hulme	Ongoing	Within the budget for refurbishment of the building	The full occupation of this landmark town centre building
		8.7 Undertake complementary investment in the town centre to attract further developer interest, in line with the Town Centre Strategic Investment Framework (see further objective 18)	NBC	Newcastle Town Centre Partnership	Ongoing (detailed programme see further Objective 18)	See further Objective	Attracting greater town centre footfall and developer / occupier interest
9	We will promote the further development of Keele Science and Business Park	•	KSBP	Staffordshire County Council; Keele University	Start on site by end 2012 (in each case)	·	Up to 450 new jobs, prestige for the area, significant conference expenditure in the area, retention of existing growing high tech firms
		9.2 Marketing of the Science Park for inward investment of further high tech businesses		Make It Inward Investment Service	Ongoing; preparation of new customised marketing material and website overhaul by July 2012 Exploit/use the Marketing Suite at the Nova Centre to host/court prospective companies	To be met within Make It's core marketing budget	Significant growth in high tech employment in the area (up to 2500 new jobs when the Science Park is fully developed)
		9.3 Successful occupation of the Nova Centre by graduate enterprises and other businesses		Make It Inward Investment Service	Ongoing; preparation of new customised marketing material and website overhaul by July 2012 Explore sponsorship opportunities, May 2012		Graduate retention; new high value business development
10	housing for current and future	development sites specifically for	NBC	Site owners	DPD agreed in draft July 2012		Retention of more high earners within the Borough

11	We will bring forward new sites for employment and housing through the Site Allocations Development Plan Document to enable the further growth of the Borough.	11.1 Identify an appropriate and attractive range of new employment sites in the Site Allocations Development Plan Document to replenish the supply of development land in the Borough	NBC		DPD agreed in draft July 2012	Staff time	To enable long term development and growth
-	ole – Objective: Transform		l. == - · · ·	· ·	le	lı ==	
12	We will raise skills, reduce worklessness and raise	12.1 Equip young people and adults with basic employability skills required by local	LEP Enterprise and Skills Implementation Group (E&SIG)	partners	Further develop links between employers/schools/c	time	Reduction in worklessness, increase in skills and aspirations, improved links between employers, schools and
	aspirations as a core element of all transformational strategies	businesses based on research into local employers needs			olleges and training providers to ensure that Information Advice and Guidance (IAG) promotes new opportunities to work together Series of LEP sponsored events throughout the year in line with LEP E&SIG action plan		colleges
		i S	Coalfields Regeneration Trust (CRT)	Business, NBC, Job Centre Plus (JCP), Newcastle College (NULC),	Annual programme of outreach work, monitored monthly. Estimate 10 people into training and 10 into jobs per month	Funded by CRT, NBC, JCP and European Regional Development Fund (ERDF) NBC estimate £10K per year (from initial £50K investment), CRT to fully fund 5 X FTE staff base plus training costs (no figure provided by CRT)	Reduction in worklessness and increase in skills and aspirations
13	We will work towards getting the right skills mix to increase productivity	13.1 Identify business growth sectors over the next 5-10 years and identify the specific skills required within these sectors.	The LEP E&SIG	are signed up to The LEP, Skills Funding Agency, training providers and employers	next 5 -10 years) by August 2012, work		Correct local skills mix to help local firms to grow and local people into jobs

14	opportunities for people to	Staffordshire qualified to	The LEP and especially Staffordshire and Keele Universities	County and City Council, FE and	,	Staff time from all partners and possible seed funding through The LEP	More people qualified to graduate level and above
ʻlmaqe	 e and Marketing' – Objective - Tr	ansforming Perceptions					
	We will develop an external marketing strategy for the Borough	15.1 Support the work of the	Make It Staffordshire team	LEP, Keele University	Fortnightly contact meetings between NBC and Make It staff members. Joint action over responding to development enquiries. Joint preparation of marketing collateral	NBC, SoTCC, SCC, The LEP, KU, ERDF, staff time and marketing budgets	Greater awareness of the borough as an investment location and increase in inward investment in all sectors
		15.2 Produce North Staffordshire Employment Land Compendium 15.3 Actively develop links at strategic and operational levels with The LEP	NBC	The LEP	September 2012 Leader and Director level involvement at monthly board meetings	NBC staff time & Make It funding NBC staff time	To better present development opportunities to the market Newcastle interests strongly represented
16	We will improve the quality of life offer for current and future residents	0	NBC	Management Partnership	Desktop research begins June 2012, completion Dec 2012	Staff time NBC, SCC, DMP	Updated knowledge of town centre customer base
		16.2 Identify gaps from the research and define target market for marketing campaigns	NBC		Process begins January 2013, completion April 2013	Staff time NBC, SCC, DMP	Target market for marketing materials defined
		16.3 Develop appropriate marketing material for town centre assets	NBC			Variable costs covered by funding from SCC, DMP, TCP, Make It	Better informed residents, visitors and employees

		16.4 Develop marketing strategy for Newcastle Town Centre and the market	NBC		Firm up proposals for 'Love Newcastle' summer promotional campaign May 2012 Establish Newcastle TCP website September 2012 Prepare for launch of revamped market March 2013	NBC, TCP	Greater visitor and consumer awareness of what Newcastle town centre has to offer.
		16.5 Complete public realm works	NBC		Completion of new taxi rank in Ironmarket May 2012 Completion of Barracks Road bus lane and bus station changes June 2012 Completion of lower High Street taxi rank August 2012 Completion of repaving works to Hassell Street November 2012 Complete installation of new Market stalls March 2013		A more pleasant pedestrian experience in the town centre
17	We will support the development of North Staffordshire's 'experience economy'	17.1 Continue to work with the Destination Management Partnership (DMP) to make the Borough a more attractive prospect for visitors, including business tourism	NBC	businesses	and Sept 2012, annual economic impact survey Dec		Strengthening of borough tourism offer. Increased visitor numbers, increased overnight stays, increased expenditure on leisure

17.2 Work with Keele university and Keele University Students' Union to bring more students into town		Keele University, KUSU, TCP, SCC	ongoing, student hub set up in library Jun 2012, Freshers Fair Sep 2012 and Jan 2013		Students more aware of town centre assets and making more use of facilities Greater footfall, patronage and trade
17.3 Work with DMP to encourage more take up of membership by Newcastle businesses	DMP	NBC, local businesses	Promotion at Food festival May 2012	Officer time DMP, NBC, membership contributions by businesses	Increased visitor numbers and prosperity for local tourism businesses
17.4 Bring St Giles & St Georges back into use	NBC	Choices Housing	Complete scheme design and costings April 2012. Agree terms and sign contract for lease June 2012	Costs yet to be established	Key local landmark building comprehensively refurbished and brought back into use
17.5 Encourage greater use of Jubilee 2 (J2) conference facilities	NBC	Business Panel, TCP	Business Panel meeting April 2012; and Pink Week October 2012 to be held at J2	NBC staff time	Increased use of J2 conference facilities and footfall into town
17.6 Promote the Borough's qualities to existing and potential visitors and residents	NBC	TCP, Chamber of Trade, DMP, SCC	Town centre website set-up ongoing from April 2012, programme of events ongoing from May 2012, 2013 events programme to be set in October 2012	c.£8K NBC for website, funding for events from variety of sources	Greater awareness of what borough has to offer, increase in footfall and more business for local retailers
17.7 Develop better links between the town centre and the New Vic Theatre	NBC	New Vic	Involvement in TCP ongoing, Music festival Jun 2012, other events to be determined		Improved cultural offer leading to increase numbers and diversity of visitors
17.8 Improve/diversify the cultural offer within the town centre	NBC	TCP, New Vic, Newcastle School, Borough Museum, BArts	Food festival May 2012, Music Festival June 2012, Heritage open days Sep 2012, Newcastle School drama Dec 2012	Funding for events from variety of sources	Improved cultural offer leading to increase numbers and diversity of visitors

We will use the Strategic Investment Framework as the basis for investment in the cultural and retail experience of Newcastle Town Centre	18.1 Set up a Town Centre Partnership	NBC	Local businesses, Partnership Against Business Crime, Chamber of Trade	Company set up April 2012, additional members recruited ongoing from May 2012 outcome of Portas Pilot application June 2012	In-kind support from group members, c.£5k from NBC	Town centre stakeholders working closely together to support a revival of fortunes of the town centre
	18.2 Set up Town Centre website	TCP	Local businesses, police, NSCCI, NBC	Website set-up ongoing from Apr 2012	c.£8K from NBC, partner time in keeping site updated	Better informed residents, visitors and businesses, greater use of town centre assets
	18.3 Develop a viable scheme for using vacant shop units to enhance the visitor experience in the town centre	NBC	B Arts, NBC, KU, New Vic	Portas pilot bid outcome June 2012, shop front theatre piece Dec 2012, identify potential funding streams ongoing		Empty shops enhance the appearance of the town rather than detract from it and are used to add to the cultural offer of the town
	18.4 Develop a Food Festival for the town centre	TCP	NBC, local businesses, KU, local schools	Food Festival promotion Apr 2012, Food festival takes place May 2012, review and preparation for 2013 event begins Sep 2012	c.£3K from NBC plus costs to participating outlets	Food festival becomes part of annual calendar of events raising awareness and increasing footfall to town
	18.5 Explore possibility of setting up local tourism group	DMP	NBC, local businesses	Initial contact with local tourism businesses by Oct 2012	Mainly officer and partner time	Strengthening of tourism offer
	18.6 Continue to develop events to increase footfall and raise awareness	TCP	NBC plus all TCP members	Food Festival May 2012, Music Festival Jun 2012, Historic Frolic/Love your Local Market fortnight Jun 2012, Independents Month/Window dressing comp July 2012, Heritage open days Sep 2012, planning for 2013 begins Sept 2012, Pink Week Oct 2012, Christmas events Dec 2012	c. £12,000 from NBC, plus in-kind support from participating outlets and partners	Improved cultural offer leading to increase in numbers and diversity of visitors

	18.7 Undertake a review of	TCP	NBC	Survey undertaken		Results will inform development of a
	parking in the town centre			from May 2012,	kind support from TCP	parking strategy
				Analysis of results	board	
				September 2012		
	18.8 Look at the impact of rents	NBC	Aspire, SCC	Submission of	NBC, Aspire, SCC	Results will feed into town centre
	and rates on businesses			Portas Pilot bid Mar		development discussions and
				2012, Portas Pilot		influence possibly lobbying activities
				bid outcome June		
				2012, business		
				survey Mar 2013		
	18.9 Encourage more retail start	NBC	TCP, Aspire, KU,	New Start-up section	NBC officer time, in-	Local people better equipped to
	ups through 'Independents		NULC, local	of NBC website	kind support from	consider starting their own
	Month' and 'Love Your Local		businesses (as	launched Jun 2012,	mentors, retail	businesses, increase in number of
	Market' campaigns		mentors), BES	business support	coaching from BES	businesses, including market stalls, in
			,	activities Jun/Jul		town centre
				2012,		
	18.10 Market the town centre	TCP	NBC, local	Town centre website	c.£8k from NBC,	Better informed residents, visitors and
	through a variety of electronic		businesses	set-up ongoing from	partner time in	businesses, greater use of town
	and written media				1 ·	centre assets
				marketing literature	funding will be sought	
				_	from other sources as	
				l	necessary	
				production of a town	,	
				centre app Dec 2012		
1				DOU 2012		
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Acronym Table					
BES	Business Enterprise Support	LEP E&SIG	LEP Enterprise and Skills Implementation Group (E&SIG)		
BIC	Business Innovation Centre	NBC	Newcastle under Lyme Borough Council		
BIG	Business Innovation Group	NESG	Newcastle Employment and Skills Group		
BIS	Business Innovation Skills	NSCCI	North Staffordshire Chamber of Commerce and Industry		
CRT	Coalfields Regeneration Trust	NULC	Newcastle College		
DEEP	North Staffordshire District Enterprise and Education	PCT	Primary Care Trust		
DMP	Destination Management Partnership	SCC	Staffordshire County Council		
ERDF	European Regional Development Fund	SIF	Newcastle Town Centre Strategic Investment Framework		
FEI	Family Employment Initiative	SoTCC	Stoke-on-Trent City Council		
HEFC	Higher Education Funding Council	STEM	Science, Technology, Engineering, and Mathematics		
JCP	Job Centre Plus	SU	Staffordshire University		
JETs	Jobs, Enterprise and Training	TCP	Newcastle Town Centre Partnership		
KSBP	Keele Science and Business Park	TL4B	Think Local for Business		
KU	Keele University				
LEP	Stoke & Staffordshire Local Enterprise Partnership				

Acronym Table	
BES	Business Enterprise Support
BIC	Business Innovation Centre
BIG	Business Innovation Group
BIS	Business Innovation Skills
CRT	Coalfields Regeneration Trust
DEEP	North Staffordshire District Enterprise and Education Partnership Group
DMP	Destination Management Partnership
ERDF	European Regional Development Fund
FEI	Family Employment Initiative
HEFC	Higher Education Funding Council
JCP	Job Centre Plus
JETs	Jobs, Enterprise and Training
KSBP	Keele Science and Business Park
KU	Keele University
LEP	Stoke & Staffordshire Local Enterprise Partnership
LEP E&SIG	LEP Enterprise and Skills Implementation Group (E&SIG)
NBC	Newcastle under Lyme Borough Council
NESG	Newcastle Employment and Skills Group
NSCCI	North Staffordshire Chamber of Commerce and Industry
NULC	Newcastle College
PCT	Primary Care Trust
SCC	Staffordshire County Council
SIF	Newcastle Town Centre Strategic Investment Framework
SoTCC	Stoke-on-Trent City Council
STEM	Science, Technology, Engineering, and Mathematics
SU	Staffordshire University
TCP	Newcastle Town Centre Partnership
TL4B	Think Local for Business