
Newcastle-under-Lyme Town Centre Partnership

Incorporating the
Newcastle-under-Lyme Chamber of Trade & Enterprise
and the
Newcastle-under-Lyme Partnership Against Business Crime

What is Newcastle-under-Lyme Town Centre

Newcastle-under-Lyme town centre has been a historic market town and is now located close to the growing City of Stoke-on-Trent and other significant out of town retail developments. The town centre is re-inventing itself for the future and the establishment of the partnership project is part of this process.

APPENDIX 1 Matters previously explored and still open for discussion

1. Outcomes
2. Principles
3. Measurement
4. Role & Expectations of the Public, Private and Voluntary Sectors
5. Strategy
6. Town Centre Manager qualities

Key elements that will make a difference

1. Unambiguous understanding of what the Borough Council wants to achieve from the project
2. Unambiguous support from elected members, senior managers and officers of the Borough Council
3. Financial core funding from the Borough Council for at least three years

Specific elements that will have an impact on the image of the Town Centre

1. Appointment of the Town Centre Manager/Coordinator that is able to move freely between the public and private sectors
2. Newcastle-under-Lyme brand image based on the words 'Newcastle-under-Lyme' that is consistently used and the removal of competing brand images
3. Town Centre Web site that is engaging, professional and effective
4. 'Newcastle-under-Lyme' Enjoy Card

5. Bi-monthly open meetings for all stakeholders
6. Seamlessly presented Newcastle-under-Lyme events program
7. Bi-monthly newsletter (Physical and web based)
8. Proactive town centre partnership
9. Project funding from several sources

Town Centre Partnership Structure

Irrespective of the form the Town Centre Partnership takes key to its effectiveness will be the policy, leadership, day to day direction, attitudes and behaviours of local authority elected members, officers and manual workers. It is the Borough Council that has responsibility for the town centre. The partnership can bring together, influence, represent, suggest, formulate consensus and deliver some additional services and programs but it cannot replace the Borough Council in its responsibilities.

A concern is that if an independent Town Centre Partnership is formed that is not truly representative there is a possibility of it becoming a quango sitting between the Borough Council and the stakeholders and failing to engage fully the town centre retail and business community that it is intended to serve.

Organisational arrangements

Informal organisation established around a constitution similar to the existing chamber of Trade & Enterprise.	Company Limited by Guarantee	Community Interest Company	Company Limited by Guarantee and also with charitable status. Usually termed a Trust
Flexible and simple to effect change	Protects those involved and establishes a clear degree of structure and legal accountability but profits are taxable. Directors can be paid.	Popular with government. Surpluses are taxable. Directors can be paid.	Potential to gain external funding from many sources, surpluses are kept free from tax. Trustees cannot gain financially from their involvement.

Three tiers of involvement & contribution

Stakeholders

Comprising everyone involved in the defined town centre area and invited to bi-monthly update and consultation discussions to be led by the Town Centre Manager. Initially this body will be all

embracing but after three years when it will be necessary to establish membership arrangements involvement will be restricted to those that engage fully with the project and pay membership fees.

Strategic Consultative Panel

Comprising strategic organisations such as; Keele University, New Vic Theatre, Civic Society, Council for Voluntary Service, Newcastle-under-Lyme College, community organisations, large multiple store operators, Landlords. These organisations are brought together for half-day quarterly review discussions. Representatives are also engaged in specific projects.

Partnership Delivery Panel

Comprising the individuals that demonstrate commitment to day to day action and this group will emerge from their historic actions and energetic commitment. There will be around seven independent business owners from retail, food & beverage, the market traders and night time economy, together with the Shopping Centre managers, two or more multiple chain owners or representatives together with a local authority elected representative and officers empowered to make decisions and cause actions to be taken

Delivering the Partnership

1st July every stakeholder in the following area will become members; the inner ring road, outer ring road business districts including areas such as The Barracks, Brunswick Street, George Street, Albert Street, King Street, Queen Street, Cherry Orchard, Brampton Road, Lower Street, Silverdale Road, Higherland, London Road, in other words taking into account the businesses on the periphery of the town to its natural cut off points.

There will be an open invitation meeting at which the concept and the people that will be initially delivering the partnership for the first year will be introduced. At these gathering expressions of interest will be sought from those present to become more fully involved.

Provisional Budget

- | | |
|---|--|
| 1. Invitations to launch event | 11. Marketing |
| 2. Enjoy Card production | 12. Travel |
| 3. Enjoy Card leaflets | 13. Education & Conferences |
| 4. Bi-Monthly agenda and briefing note production | 14. Events |
| 5. Web Site development outsourced we have costs associated with this one | 15. Meeting hosting fees |
| 6. Web Site hosting we have costs associated with this one | 16. Business cards |
| 7. Telephone | 17. Letter heads |
| 8. Newsletters | 18. Photography |
| 9. Postage | 19. Out of Pocket expenses for approved activities |
| 10. Town Centre Manager Salary & employment costs £20,000 to 30,000 full or part time | 20. Town Centre Brand - Newcastle-under-Lyme Shop! Eat! Enjoy! |

Action Points

1. Agree the budget with Newcastle-under-Lye Borough Council
2. Appoint a Town Centre Manager/Coordinator
3. Establish a data base of all stakeholders
4. Develop a list of Strategic Partners that may be involved in the Strategic Consultative Panel
5. Develop a list of all potential participants in the Partnership Delivery Panel
6. Establish budget in detail
7. Set up web site
8. Organise the launch open meeting

Appendix 1

Outcomes - What the Town Centre Partnership may achieve

1. Project an image of Newcastle-under-Lyme
People in the town centre talk in a positive way and feel confident in its future
2. People in the community talk about the town centre in a positive way and feel confident in its future
3. People within the catchment area have the town centre in their mind as a positive and enjoyable place to visit Public and private sector hold respectful and positive views of one another's roles and responsibilities
4. There exists an effective communication system that includes all town centre stake holders
5. Public sector employees and business owners experience a positive and mutually supportive relationship
6. Local authority officers walk the streets and are recognised and welcomed as supportive partners into businesses
7. Business owners and employees are welcomed as partners into public buildings and are treated as partner investors in the town
8. There is a feeling that everything is on the table for discussion and continuous review and there are no; 'no go areas'.
9. There is a simple and constantly used Newcastle-under-Lyme brand image
10. There is a systematic approach to bringing in investment
11. There is a culture in the town and a reputation in the local authority for 'getting things done now'

Principles -The things that will underpin what is done

1. Keep things simple
2. Avoid reinventing the wheel
3. Borrow everything possible from others to make things happen quickly and cost effectively
4. Respond to requests for information and problem resolution quickly
5. Offer opportunities for the public and private sectors to understand one another and to shift perspectives to partnership
6. Take time to understand what is happening and to learn from others
7. Go and visit other organisations and town centres and bring back the best

8. Avoid the trap of adopting the 'next great idea'
9. Follow through on actions and programs with a determined focus
10. Be ready to abandon failed strategies and program openly
11. The Town centre Partnership is not about replacing the local authority as a manager of services or service provider
12. Remove the presupposition that the project is a precursor to a Business Improvement District
13. Focus on the defined town centre in order to ensure focus
14. Include only those parties that are able to contribute effectively to the town centre in such a way as to be most effective

Measurement

1. Total number of retail units
2. Number of Retail units occupied
3. Total number of office units
4. Number of office units occupied

The role & expectations of the public, private & voluntary sector

View each sector as contributing specifics to the theatre of the town centre

1. The retailers, market traders and service sector business are the actors on the stage. Should they fail to perform the performance cannot go on.
2. The public sector is the production, sales, marketing, maintenance, stewards and overall theme setters for the production.
3. The voluntary sector offer skills and resources that may contribute to the overall effectiveness of the town centre and represent a valuable resource

Private retail and service sector

1. Choose to invest their life 'time' and money in Newcastle-under-Lyme Town Centre in the belief that they will earn a living and give them a life style they wish for.
2. Pay attention to their business and its success or they won't have the money to live
3. Will support logical approaches to make the town attractive but don't have the time to be away from their business
4. Believe they are paying for the public sector to deliver the infrastructure and marketing actions to bring people to the town

Public sector

1. Bring lots of people to the town centre
2. Make the town attractive and welcoming
3. Create and project a consistent Newcastle-under-Lyme Town Centre Brand
4. Adopt do 'it now behaviour'

Voluntary sector

This area embraces;

- The Civic Society
- Community Interest Companies
- Charities
- Community groups and associations

All offer scope for consultation and participation and engagement and positive marketing and events involvement and need to be engaged.

Strategy

Borrow everything from the Stafford Town Centre Partnership model www.newcastleunderlyme-towncentre.co.uk Borrow with acknowledgements to Stafford TCP completely in every respect the www.stafford-towncentre.co.uk web site design and change the colours. Developer <http://www.staffordwebsitecompany.co.uk>

Visit other Town Centre Partnerships and learn from their experience.