

Economic Development Strategy 2012-17 Year One Action Plan Review 2012-13

Actions listed in **bold** are those which are priorities for the Council

No.	Objective	Action	2012-13 review	2013-14 Actions
Business – Objective: Strengthening the Business Base				
1	We will develop a long-term economic strategy built on 'diverse specialisation', aiming to increase both the proportion of knowledge intensive employment and the proportion of high quality jobs in retail, leisure, tourism and distribution	1.1 This objective cuts through the strategy as a whole and actions which flow from it are covered in the other sections		
2	We will develop a co-ordinated enterprise strategy	2.1 Produce 'route map' to setting up a business, concentrating on council services	Simple route map for food businesses being set up as a trial, others to follow, including generic business start-up.	Revamp of council website planned for 2013/14 which should improve customer journey. Continue to add more business options to the route map, encompassing all NBC services by Mar 2014.
		2.2 Seek funding to ensure continuation of North Staffordshire District Enterprise & Education Partnership group (DEEP)	Unable to establish appropriate funding to support continued employment of the education/business co-ordinator after Staffordshire partnership funding ran out in July 2012. However, the successful Job Carousels, developed by the DEEP group are being reintroduced from Feb 2013.	Ongoing in 2013-14. Interest from the LEP-led Education Trust in exploring Job Carousels as a way to enable young people to have more informed career choices
		2.3 Pilot single telephone contact point for local business support and link from Stoke & Staffordshire Local Enterprise Partnership; (The LEP) website	The Helpline was launched in Feb 2012 as a six month pilot scheme which has now been extended to a full time, 6 day a week service contactable by telephone and e-mail. The contract for delivery for the first 6 months was held by NSCCI but is now with Winning Moves.	Continue to promote the Helpline as a first point of contact for businesses seeking help and advice. Winning Moves seeking to further develop the helpline in conjunction with partners.
		2.4 Develop innovative ways of engaging young people in enterprise activities	Job Carousels re-introduced from Feb 2013 to give primary school children a taste of the many career paths open to them in the future, 8 schools have already expressed an interest in running carousels and a bank of around 30 employees from a wide range of local businesses has been set up to service them. LYLM 'schools market' trialled in Jun/Jul 2012 with 6 schools taking part and more expressing an interest in future events. This will be repeated in 2013.	Continue to engage with schools and volunteers to develop Job Carousel format. Hold another schools market to encourage young entrepreneurs. Assist in the set-up of a youth wing of the Town Centre Partnership.

2.5 Continue to grow and develop the Newcastle Business Boost competition	Highly successful year again, including bringing in a new sponsor, the County Council. 24 Newcastle-based businesses entered, most of which went on to submit a business plan for the second round. Three overall winners were presented with cash prizes at an awards ceremony attended by over 80 people.	Seek additional sponsors to ensure that cash prizes can still be part of the competition.
2.6 To provide business events in line with The LEP with the aim of unlocking the potential of the private sector	The LEP has held a number of dissemination events for Staffordshire businesses throughout the region. The Make It team has also held commercial property events. The Stoke and Staffordshire LEP website also publicises partner events on its website.	Ongoing in 2013-14
2.7 Actively manage business pages of NBC's website	This is ongoing. The council website is being revamped in 2013/14 which improve the customer journey.	Improve business pages of website once new site is operational, taking account of customer feedback.
2.8 Introduce Planning Charter Mark	Cabinet 12/12/12 approved proposals on the steps likely to be required to achieve Planning Charter Mark status in 2013	Seek to embed the principles of the Charter in service delivery. Engage with LEP and Local Authority partners in ongoing review of regulatory services with the aim of making them more business-friendly.
2.9 Delivery of faster and more reliable broadband across Staffordshire	The BDUK Superfast Broadband project in Staffordshire is underway, the BDUK allocation of £7.44m has been match-funded by the County Council. A project manager has been appointed to keep stakeholders informed and ensure they are ready to assist with the delivery phase.	Ongoing in 2013-14. Delivery phase to commence in this financial year. Officers to engage in prioritisation process.
2.10 Establish business enterprise coach in Newcastle. Initially focusing on unemployed people.	Newcastle Business Enterprise coach established working with unemployed people based centrally at the Civic offices, Guild Hall and Library. 27 people assisted to start a business and 12 business starts	Continue to support the Newcastle Business Enterprise Coach by providing rooms at the Civic Offices and Guildhall. Also, attend activities to provide business advice and support as required
2.11 Set up Newcastle Partnership Social Enterprise	Newcastle Partnership have completed work to identify public services across the Borough with potential for SE delivery and gaps in provision that could be commissioned by SE	Continue to work with Newcastle Partnership to implement the recommendations from the Social Enterprise sub group.

		2.12 Work with local business community to develop proposals for funding from the Regional Growth Fund	GE Power Conversion successfully applied for a grant from the RGF in 2012 to enable the expansion of its Butt Lane factory	Support for the company in meeting BIS requirements of the grant offer. Support for the company in addressing any planning requirements in advance of submitting plans for the proposed development. Support for the company in organising a workforce development conference of firms within the sector to address common skills and workforce issues. The availability of RGF will be further promoted to other businesses via the Make It team and the Chamber of Commerce.
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	BIG set up as informal partnership comprising Keele and Staffordshire Universities, KSBP and NSCCI. Has held a number of events including the Technology Strategy Board and one on exporting. Over 100 businesses supported this year	Continue to develop the BIG offer, particularly staging events that other organisations cannot offer on their own, including access to European funding based around networks and collaborations. Target is to assist an additional 100 businesses.
		3.2 Mentoring & work placements for students wishing to pursue a science based career	NuLC running the 'Britten Academy' for V1th formers studying Maths/Economic/Accountancy which will include a mentor and work experience.	Ongoing in 2013-14
		3.3 Use 'Career Academies' to raise aspiration and attainment for young people	NuLC no longer affiliated to the organisation 'Career Academies' but using a similar model (mentors, guru lectures, placements, etc). NBC mentored one student and offered two paid placements during 2012-13. The Enterprise & Business Academy is working closely with Argos and includes a 'Dragon's Lair' competition for students.	On-going in 2013-14. Looking at developing more flexible ways for employers to engage with courses.
		3.4 Attract more young people into education, training and employment through the STEM sectors	NuLC actively promoting STEM to 6th formers. Student mentors include representatives from Siemens and Alstom. STEM profile raising events held by LEP and STEM prioritised as a key curriculum area.	NuLC looking for more employers to offer work experience relevant to STEM students.

		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	Approximately 12000 people have visited the hub including borough schools and a wide cross-section of demographics have visited, particularly on the Community Day. A vertical axis wind turbine developed by a Keele based business has been erected on site and Nissan have donated a zero emissions car for use on campus. Environmental Masters' students are based in the hub who are required to undertake an industrial project as part of their qualification.	Ongoing in 2013-14 (more details can be obtained the Sustainability hub strategy)
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 has continued to offer its members a comprehensive programme of lectures, talks and seminars, to encourage B2B activities and collaborations and to promote training at all levels including senior management. Future finest continues to provide mentoring, networking, social and CPD opportunities for young professionals. NBC held its annual 'meet the chief executive' event at J2.	As finest enters its 10th year of operation it plans to refocus its activities on business basics concentrating on member to member business generation, standards and training, economic development business opportunities and investment. Restructuring of the Steering Group and working groups will also take place. NBC will hold another 'meet the Chief Exec event' in 2013-14.
		4.2 Bring forward suitable business accommodation in Newcastle Town Centre. See also 8.4, 8.5 and 8.6	1. Work on new 'Civic Hub' project which aims to co-locate public sector employees and bring outlying staff into the town centre. 2. Work on 'seeing is believing' brochure which aims to convince agents and developers of the potential (and suitability) of town centre office sites for office development and deter recourse to out of town development. 3. Discussions with agent acting for Blackfriars site to share market intelligence and enquires. 4. Support for Morston Assets in seeking funds for the refurbishment of Blackburn House.	Continue to progress actions listed in 2012-13 (Civic Hub, Blackburn House, Blackfriars, 'Seeing is Believing'). In respect of Civic Hub complete outline business case by the end of Q1 and, subject to the outcome, commission detailed feasibility study.
		4.3 Encouraging local procurement of professional services	finest continues to promote member and public sector procurement opportunities on its website.	Plans to develop good practice examples with NBC Procurement Officer and to disseminate these to the local authorities.
5	We will make the most of the Borough's successful logistics sector	5.1 Marketing the Borough for inward investment	1. Worked with the 'Make It Stoke and Staffordshire' Inward Investment team to prepare promotional copy about the area. 2. Prepared North Staffs investment brochure. 3. Responded to development enquires with appropriate property options in the Borough. 4. Worked with the Make It team and Mickeldore to identify prospective growth sectors which North Staffordshire has a realistic	Continue to progress actions listed in 2012-13 (Make It, Mickeldore, North Staffs brochure, responding to development enquiries) and ongoing provision of support to the Inward Investment Service.

			prospect of success and developed marketing strategies to target these. 5. Provision of direct support to the Inward Investment service.	
		5.2 Exploit the PR value to the Borough of the outstanding environmental standards attained by the Blue Planet building	This is used in much of our promotional material.	As 2012-13/ Work with the Inward Investment Service and owner of the building to secure a tenant with the aim of achieving ongoing positive PR.
6	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 has now been incorporated with Lichfield, Tamworth and Stafford districts as founding members. A business manager has been employed to increase membership. Membership of Newcastle businesses has grown over the last 12 months, albeit only slightly.	Continue to promote TL4B as a B2B option for local businesses. Explore possibility of Newcastle becoming a founder member of the TL4B company
		6.2 Set up procurement hub on council website for lower value contracts	Procurement hub ready to go live, but delayed whilst the Procurement Gateway Process and expected outcomes were rolled out to each of the departmental management teams. This has now been completed.	Roll out of the procurement hub.
		6.3 Set up internal 'gate keeping process' to provide assistance to officers preparing larger contracts	The 'gate keeping process' is the procurement gateway process mentioned in 6.2. A briefing paper was submitted to Executive Management Team and ratified and presented to departmental management teams.	Inform NBC business managers of next steps
		6.4 Development of 'Platform' as a North Staffordshire contracts portal covering all sectors	As part of the Staffordshire Procurement Group three District Councils have agreed to contract with Bravo Solutions as a provider for their E-Tendering platform. Stoke City Council already has the Bravo platform in place and has rolled training out to local providers in utilising this solution.	Further development work around a Staffordshire platform.

Place and Infrastructure – Objective: Physical Transformation

7	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	Cross refer to the projects in objective 18	Cross refer to the projects in objective 18
		7.2 Bringing forward the development of a major new retail scheme for the Ryecroft site (further detail see 8.1)	1. Engaged expert commercial advisor (Cushman & Wakefield) to help secure a development partner for the site; 2. agreed marketing plan for the scheme; 3. commissioned planning consultants to advise on appropriate planning policy document to make the case for comprehensive treatment. 4. See 4.2 relating to the Civic Hub project which is a paving action to facilitate the redevelopment of the overall Ryecroft site.	Subject to the outcome of the Civic Hub project at 4.2, seek to secure preferred development partner by end of 2013, complete Development Agreement, apply for planning permission and sign up key anchor tenants by Autumn 2014.
		7.3 Bringing forward the development of a new Civic Quarter potentially on council owned land at Nelson Place or the Ironmarket	This project should be subsumed within the 'Civic Hub' proposal intended to co-locate all Newcastle-based County Council and Borough Council staff (and, potentially, those of other public sector partners). Business case under preparation as well as options appraisal of potential sites within the town centre.	See comments in 2012-13; make business case for scheme, secure commitment of two councils and potential partners to the investment required, complete options appraisal for sites under consideration by Summer 2013.
		7.4 Securing the satisfactory redevelopment of the former Blackfriars Bakery site, Pool Dam	Ongoing support for the land owner in directing appropriate inward investment enquiries.	Discussions will continue with agent and land owner and potential enquiries shared. Suitable proposals will be supported (i.e. those which comply with key prevailing planning policies).
		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	Design briefs completed and will be subsumed within any future Planning Policy document.	Emerging Planning Policy document(s) to reflect stated ambitions for each of these sites.

8	We will bring forward proposals for retail and business accommodation in Newcastle Town Centre with priority placed on growing its professional services and a distinctive retail offer	8.1 See also 7.2: Procure 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).	Formal marketing not yet underway; aim is to secure development partner by end of 2013 selected on the basis of those stated objectives (and others).	As comments 2012-13 and in relation to 7.2.
		8.2 Town centre promotion (including that of its independent shops offer) see further Objective 18	See section 18	See section 18
		8.3 Develop a new Civic Centre with co-located services between NBC, SCC and other public sector partners.	see 7.3 and 4.2	see 7.3 and 4.2.
		8.4 Market key town centre development sites for office development	see 4.2	as 2012-13; explore potential for addition resource from Make It to ensure that this is given greater priority (especially while the Hanley CBD is not available); detailed discussions with agent acting on behalf of two known large scale office enquiries.
		8.5 Bring Blackburn House back into use	Successful bid for funding from the Growing Places Fund. Not yet taken up as land owner now seeking a pre-let prior to committing to refurbishment. Sharing market intelligence and enquiry information with land owner in respect of two current large scale office enquiries.	To continue supporting and working with the land owner with the aim of securing a commercially viable use for the building.
		8.6 Market Lancaster Buildings for office occupation	Advertising of the availability of the 2nd floor offices has continued both on the Borough Council's website and via the appointed estate agent. Unfortunately, whilst the first floor is in occupation, the second floor offices remain vacant.	Continue to market the remaining office space for occupation including exploring innovative models for new business occupation in conjunction with key partners.

		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)	See detailed commentary Objective 18	As comments 2012-13
9	We will promote the further development of Keele Science and Business Park	9.1 The development of further Innovation Centres and the Conference Hotel	University has decided not to develop the conference hotel itself but to seek interest from hotel operators to build and run the hotel. Currently in discussions. Likely to be 150 beds. Would support the university's conference business. Staffs County Council are in talks with an anchor tenant to take a third of the planned IC5. If agreed, this will trigger its construction, later in 2013. The three storey building provides for labs on the ground floors and two storeys of offices over.	Secure sufficient interest in IC5 to encourage SCC to begin construction. Support, where possible, university actions to find a hotel developer.
		9.2 Marketing of the Science Park for inward investment of further high tech businesses	The university has prepared a marketing brochure to promote interest in IC5 (see 9.1) and is actively working with the Make It team to promote the area and the science park for inward investment, including a presence at the UK Renewables Conference at Glasgow last year and sponsorship of Make It's trip to the Mippim Conference in March.	Insider Magazine investor event planned. Ongoing in 2013-14. It will also host the Midlands Insider Property event Spring 2013.
		9.3 Successful occupation of the Nova Centre by graduate enterprises and other businesses	The Nova Centre is now full with 16 small companies based here (some hot desking). Currently looking at how to sustain the model and ensure that (a) businesses currently based here are able to stay in the area after their two year business occupancy expires, and (b) space is freed up for new enterprises	Develop strategy to help tenants move on after 2 years - may include potential accommodation on campus

10	We will enable the development of higher quality housing for current and future residents, with an explicit aim to increase the attractiveness of North Staffordshire as a home to affluent residents	10.1 Identify housing development sites specifically for 'high earners' in the Site Allocations Development Plan Document	Local Plan is still at the 'Issues and Options' stage.	as column 2
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	Local Plan is still at the 'Issues and Options' stage.	as column 2
People – Objective: Transforming Ambition				
12	We will raise skills, reduce worklessness and raise aspirations as a core element of all transformational strategies	12.1 Equip young people and adults with basic employability skills required by local businesses based on research into local employers needs	NULC further development of Employment and Skills agenda. Specific work to encourage more apprenticeships through the 100 in 100 campaign launched during national apprenticeship week March 2013	Promote the Council's shared apprenticeship scheme with partners to recruit 12 apprentices. Support the Talent Match project to encourage young people aged 18-24 yrs unemployed for 12mths, into training and employment.
		12.2 Provide a programme of support and training back into work to reduce worklessness	Family Employment Initiative continues to work with people across the Borough and has engaged with 288 people, supported 117 into training and 82 people into employment. Continue to coordinate Newcastle Employment and Skills Group to enable further joint working especially in relation to welfare benefit cuts.	Work to identify European funding opportunities to support this area of work.
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.	Work with Make It inward investment team to develop a sector-specific marketing campaign based on the recommendations of last year's Mickledore study.	LEP Education Trust established to improve links between business, schools and education and training providers. Also to match supply to demand and identify communication and networking opportunities. Develop annual calendar of events.

14	We will stimulate demand for higher skills and create opportunities for people to acquire skills for current and future industrial structure	14.1 Increase the number of people in Stoke and Staffordshire qualified to graduate level and above	LEP Education Trust Established. Council representation on the Communications and Networking group.	LEP Education Trust will promote a calendar of activities that seek to raise the achievements of pupils and students and to raise educational and training aspirations. Work will focus on schools and business links, supply and demand and communications.
'Image and Marketing' – Objective - Transforming Perceptions				
15	We will develop an external marketing strategy for the Borough	15.1 Support the work of the 'Make It' team	Fortnightly team meetings to share market information, current enquiries and prospective leads. Follow up leads and offer sites and premises which meet clients' requirements.	Continue to pursue, as column three
15.2 Produce North Staffordshire Employment Land Compendium		Work under preparation, completion planned March 2013.	Design and production of the North Staffs site Brochure widely disseminated amongst local and regional agents.	
15.3 Actively develop links at strategic and operational levels with The LEP		Enterprise and Skills Implementation Group wound up in 2012 to focus on the establishment of the Stoke and Staffordshire Education Trust.	Continue to play an active role in the Education Trust Communications and Networking Group	
16	We will improve the quality of life offer for current and future residents	16.1 Confirm existing customer profile of town centre users to see if any changes since previous surveys carried out	After discussion with the TCP shadow board it was agreed that this work would be deferred until the town centre manager was in post.	Carry action over to 2013-14
16.2 Identify gaps from the research and define target market for marketing campaigns		See 16.1	Carry action over to 2013-14	
16.3 Develop appropriate marketing material for town centre assets		Town centre website, commissioned by NULTCP under construction (launch planned for Apr 2013).	Carry action over to 2013-14	
16.4 Develop marketing strategy for Newcastle Town Centre and the market		Marketing strategy for Newcastle town centre currently under development by the NULTCP. The aims of the strategy 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 first event NULTCP event of 2013,	Ongoing in 2013-14	

			Keele RAG parade, took place in Mar.	
		16.5 Complete public realm works	<p>Works in the Ironmarket and Barracks Road / the Bus Station complete by September 2012.</p> <p>Works to introduce a new taxi rank at lower High Street commenced in February 2013.</p> <p>A test market stall was installed in December 2012 for evaluation although the process of evaluation was somewhat disrupted by the weather.</p>	<p>Complete re-paving of Hassell Street September 2013.</p> <p>Install new market stalls October 2013.</p>
		16.6 Refurbish three Town Centre Subways	Preparatory work with the County Council to investigate paint systems	Start refurbishment works on three town centre subways summer 2013 and commission artists to work on the community arts element.
		16.7 Provide new community facility in Silverdale	Secure additional funding from HCA to provide adequate services for the facility, transfer the community facility land from HCA to the Council.	Sign agreement with Severn Trent Ltd to realign the sewer April 2013, complete Heads of Terms between the Council and SAFC June 2013, commence community facility build programme April 2013 with a view to complete December 2013.
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 continues to support the work of the DMP. A successful ERDF bid by the DMP has secured £500k additional resource for tourism activities in Staffordshire. Two 'Out & About' guides have been published along with the annual 'Enjoy Staffordshire' tourism guide. In addition, user information collected from the website has been used to send out targeted e-mails promoting events (e.g. the Food festival in May 2012)	Ensure all town centre special events are promoted through the DMP media resources.

17.2 Work with Keele university and Keele University Students' Union to bring more students into town	The TCP is building up links with Keele at a variety of levels. The TCP board includes a member of the senior management team. The TCM is also engaging with the Students' Union. Plans are in hand to re-introduce student nights on a Thursday in the town centre and a RAG parade is due to be held on 9th March. Student volunteers also participated in the Christmas Lights switch on and Dickensian Market	Develop more permanent links between the Students' Union and the TCP, including inviting student societies to participate in town centre events. Engage students in enterprise activities, including volunteering opportunities.
17.3 Work with DMP to encourage more take up of membership by Newcastle businesses	No specific work undertaken on this action due to focus on town centres although NBC supports DMP initiatives to grow membership	Ongoing in 2013-14
17.4 Bring St Giles & St Georges back into use	Unsuccessful attempt to lease to local RSL (refurbishment too expensive). Currently in discussions with local charitable organisation.	Continue to market the premises whilst other options for development are explored.
17.5 Encourage greater use of Jubilee 2 (J2) conference facilities	A Business Panel and a Finest event have been held at J2. Have worked with the J2 project manager to develop a business offer.	Ongoing in 2013-14 including working with town centre businesses to provide a package of discounts and special offers for the mutual benefit of members and retail outlets in the town centre.
17.6 Promote the Borough's qualities to existing and potential visitors and residents	This is ongoing but a significant revamp of the tourism pages on the website took place in July to coincide with the 'Newcastles of the World' summit. The Facebook sites are used on a daily basis to keep people apprised of events, activities and offers (over 1600 'friends' and over 600 'likes' for the related community pages).	Use town centre website to further promote Newcastle town centre. Improve tourism information on NBC's new web pages when complete.
17.7 Develop better links between the town centre and the New Vic Theatre	New Vic MD sits on TCP board and champions the Marketing & Events group. New Vic Youth Theatre seniors performed in town as part of the Christmas lights switch on and are working on other collaborations in the town centre.	This action is completed
17.8 Improve/diversify the cultural offer within the town centre	A number of different cultural events were held in the town centre including a Food festival in May, the Jubilee Music Festival in May, specially produced open air drama pieces by GCSE students from Newcastle School and a five week pop-up emporium featuring a wide variety of art and craft classes.	Plans for 2013-14 include the 'Lymelight' music festival in May for local talent and a dance festival in July as well as the popular Jazz & Blues Festival in May.

18	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	The TCP was incorporated in January 2013. A town centre manager, employed by the TCP, took up post in Jan 2013.	This action is completed
		18.2 Set up Town Centre website	The TCP commissioned a website in Dec 2012, which will be launched in Apr 2013.	Continue to support and promote the website as a source of information about the town centre and offers from local businesses
		18.3 Develop a viable scheme for using vacant shop units to enhance the visitor experience in the town centre	NBC, in conjunction with a local entrepreneur trialled a monthly pop-up shop, featuring a variety of designer-makers. This was extended to a 5-week occupation in the run-up to Christmas. NuLC also set up a pop-up for existing and past students to display and sell their goods.	Work with TCP Business and Enterprise theme group to develop a start-up programme to utilise empty shops. Continue to explore ways of using vacant premises, particularly those in prime locations. B Arts and NMAG working in partnership to develop a creative hub/workspace in the town centre
		18.4 Develop a Food Festival for the town centre	Food festival held in May 2012.	Plans to incorporate a food festival in the 2013 programme of events
		18.5 Explore possibility of setting up local tourism group	No action on this point - defer to 2013-14	Defer to 2013-14
		18.6 Continue to develop events to increase footfall and raise awareness	Wide variety of events held in the town centre during 2012 and publicised through a variety of sources - photographs available on Facebook pages. TCP Marketing & Events group has held an Ideas generation session for 2013 events, which will be implemented by the TCM.	Continue to develop events and focus on delivery of those which were most successful in 2012
		18.7 Undertake a review of parking in the town centre	NBC Economic Development Scrutiny Panel has set up a sub-group to review parking in the town centre, which included representation from the TCP. Free parking after 2pm was offered on all town centre car parks in the run up to Christmas on Tues/Wed/Thur/Sat.	Ongoing in 2013-14
		18.8 Look at the impact of rents and rates on businesses	High rates are an issue, particularly in primary retail locations. NBC has worked with local entrepreneurs to facilitate pop-up shops in Lancaster Building and other landlords, e.g Roebuck Shopping Centre are also looking at ways of supporting new tenants.	Ongoing in 2013-14

		<p>18.9 Encourage more retail start ups through 'Independents Month' and 'Love Your Local Market' campaigns</p>	<p>Newcastle participated in LYLM in Jun/Jul 2012. An Indie Easter Egg Hunt will be held in Mar/Apr 2013 to promote independent retailers.</p>	<p>Ongoing in 2013-14</p>
		<p>18.10 Market the town centre through a variety of electronic and written media</p>	<p>Media press release have been sent out for all town centre events, Facebook has been used extensively, including the setting up of specific event pages (e.g. Portas pilot and Paint the Town Pink) - currently running at over 1550 friends. Twitter and LinkedIn have also been used.</p>	<p>Continue to grow social media presence; develop town centre newsletter in conjunction with TCM; town centre website online.</p>