

Blaby Town Centre

Action Plan for the Development of a Town Centre Partnership

January 2010

THE
mosaic
PARTNERSHIP

PRACTICE BASED SOLUTIONS

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TOWN CENTRE MANAGEMENT BUSINESS IMPROVEMENT DISTRICTS
CAPACITY BUILDING PARTNERSHIP DEVELOPMENT INFORMATION MANAGEMENT

An Action Plan for the Development of Blaby Town Centre Partnership

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Background

Blaby District Council takes a proactive approach to the support of Blaby Town Centre. In 2007 a Masterplan for the town centre was developed and a number of actions have been taken including the employment of a Town Centre Manager.

In January 2009 Blaby District Council successfully applied to be part of the East Midlands Partnership Development and BIDs Academy funded by the East Midlands Regional Development Agency and delivered by The Mosaic Partnership.

The Academy programme is designed to review the town centre, consult with local stakeholders and recommend an Action Plan for the development of a Blaby Town Centre Partnership. Activities included, development of a town centre database, workshops, town centre walkabout, health check and capacity building day attended by over 30 town centre stakeholders

This report provides details on the information and ideas which came out of the review and consultation, together with a detailed action plan and recommendations for the development of Blaby Town Centre Partnership.

I would like to take this opportunity to thank all those people and organisations that have participated in the Academy programme and helped in the preparation of this report

Mo Aswat

Director

The Mosaic Partnership

Introduction

Town Centre Management is about ensuring the town centre is continually moving forward. Town centres are focal points for commercial, cultural and social life and it is essential that the town balances a sense of identity and community with the ability to maintain competitive advantage. A robust Town Centre Partnership will not only facilitate a network of key town centre stakeholders to enable them to share views and ideas for the town centre but will also develop and deliver projects and services which make a tangible difference to the location and its users.

The establishment of an effective Blaby Town Centre Partnership (BTCP) will develop strong relationships with the local business community and ensure a genuine and effective partnership between the public and private sector. It will engender committed support from public agencies including the Local Authority and Police as well as input from the wider business and residential community.

The BTCP will provide leadership and be a catalyst for change. It will be the first point of contact for the local business community. It will regularly monitor town centre performance and work with key stakeholders to deliver projects and services which will ensure the long term sustainability of Blaby Town Centre.

Academy Programme Review

Mosaic Information Management System

The Mosaic Information Management System is a comprehensive online town centre management database system. It has been provided for Blaby and has been populated with information on all the businesses within the town centre.

The system is designed to be updated and added to regularly and will enable the BTCP to:

- Build a profile of Blaby town centre
- Maintain up to date contacts and communication plans
- Record and analyse consultation
- Track BTCP activity and attach a value to projects and service
- Undertake targeted marketing and promotion

The data input to date has provided the following initial information:

General Information

- 157 Businesses
- 16 Sectors
- 14 Streets
- Business Rates Value £2,024,175

Businesses by Sector

Sector	Number	Total RV	% RV
Accommodation	1	£114,000	6%
Advertising	2	£900	0%
Car Parking	2	£16,600	1%
Clubs & Societies	4	£15,150	1%
Education	2	£41,800	2%
Entertainment & Leisure	7	£42,300	2%
Finance (Retail)	5	£45,000	2%
Food & Drink	5	£40,250	2%
Health & Medical	3	£111,350	6%
Office	24	£249,450	12%
Other	1	£1,700	0%
Public Convenience	1	£1,900	0%
Public House	4	£131,000	6%
Retail	75	£967,950	48%
Transport	14	£191,725	9%
Workshop, Warehouse, Storage	7	£53,100	3%
16	157	£2,024,175	100%

Businesses by Street

Street	Number	Total RV	% RV
CHURCH STREET	1	£38,750	1.9%
CROSS STREET	5	£31,350	1.5%
CROSSWAYS HOUSE	7	£97,100	4.8%
ENDERBY ROAD	7	£154,000	7.6%
FORGE CORNER	12	£141,675	7.0%
JOHNS COURT	14	£174,500	8.6%
LEICESTER ROAD	35	£226,875	11.2%
LUTTERWORTH ROAD	54	£755,500	37.3%
SYCAMORE STREET	9	£103,650	5.1%
THE GREEN	1	£45,000	2.2%
VILLERS COURT	1	£77,000	3.8%
WELFORD ROAD	6	£155,150	7.7%
WESTERN DRIVE	4	£15,825	0.8%
WIGSTON ROAD	1	£7,800	0.4%
14	157	£2,024,175	100%

Town Centre Walkabout

This event took place on 9th June in Blaby Town Centre with 14 participants. The aim of the event was to get a view of the town centre through the eyes of the participants. The participants were split up into groups and asked to walk round the town centre and note both positive and negative points on a specific topic. In each case they were asked to provide evidence by noting down the details and where appropriate taking a photograph. The topics were:

- Signage and access
- Public Realm
- Tenant mix
- Cleansing and maintenance

Full details of the points noted by the groups are in Appendix 1. It will be important for the BCTP to utilize this information in developing its Business and Action Plan.

Town Centre Health Check

A town centre Health Check is a good way to gauge the health or vitality and viability of a town centre. It can also be used as a benchmark for regular

monitoring of the town centre. The Blaby TCM has carried out a Health Check which has been analysed and full details are provided in Appendix 2.

Capacity Building Workshop

This event took place on 7th October 2009 at Blaby Bowls Club with over 30 town centre stakeholders attending. The day was designed to bring together town centre stakeholders to discuss their views of the town centre and explore their aspirations for the future. It was delivered through a series of highly participative tasks and moved the group forward to a point where they were able to establish a consensus on issues and priorities.

The Capacity Building Workshop was separated into three distinct sections focusing on the past, present and future of the town centre.

Section One – A Focus on the Past – used a timeline model where participants recorded what they knew, or could remember, about the development of the town centre. This enabled participants to take stock of the development and achievements and for those who have recently moved into the area to understand the town centres progress, influence and achievements.

Section Two – A Focus on the Present – used a Mind Map model where participants identified themes or a trend with an issue or comment linked to it and an example of how this was achieved or is an issue. Participants then considered what links there may be between themes and trends and finally identified the priority issues for the town centre by voting for specific issues/activities identified on the mind map. This encouraged participants to focus on their current perceptions and experiences of the town centre. Using the Mind Map, we were able to visibly portray the groups perceptions, experiences and prevailing beliefs about the current town centre and what needs to change or be built on to move the town centre forward.

Section Three – A Focus on the Future – taking all the information collected and voted on in the first two sessions we were able to establish a consensus on the key priorities participants believed the town centre should focus on in moving forward. Participants were then asked to consider what activities should be undertaken for the town centre under each priority, what barriers they might encounter and who could help. In this way participants were encouraged to consider what actions will be necessary to actually deliver the activities they would like to see undertaken and to acknowledge collective ownership of this.

A full report of the capacity building event is attached in Appendix 3. It will be important for the BTCP to use this report when developing their Business and Action Plan.

Key Priorities were identified as follows

Votes	Priority
18	Environment
16	Identity
13	Parking
11	Destination
10	Events and Entertainment
9	Participation
8	Retail

Action Plan

Overview

From the review and consultation it is clear that Blaby would benefit from a Town Centre Partnership. In setting this up, we would recommend four core areas of focus.

1. Set Up Partnership
 - Bring together a network of town centre stakeholders to establish a robust partnership
 - Establishment of a management structure to support the Partnership and deliver the Business and Action plan
2. Develop Business and Action Plans
 - Create a shared vision for the town
 - Develop a 3-5 year Business Plan
 - Deliver a yearly Action Plan
3. Evaluate and Validate
 - Ensure regular monitoring and evaluate progress
4. Celebrate Achievements
 - Promote the partnership, its activities and achievements

Set up Partnership

Bring together a network of town centre stakeholders to establish a robust partnership

Building and maintaining contacts will be essential to the success of the BTCP. The Mosaic Information Management System (MIMS) provided as part of the Academy programme give the BTCP details of the current businesses in Blaby town centre. A key function of the Town Centre Manager (TCM) will be to maintain and update these records on a regular basis to ensure accurate business and contact data and to note, information, meetings and involvement in partnership activity. Updated regularly MIMS will provide BTCP with the ability to ensure accurate records, analyses the data to review stakeholders views, engagement in BTCP activities and segment and market information to specific groups.

Key Action	Recommendation
Regular updates to MIMS	To be completed on a monthly basis by the TCM

Regular communication with stakeholders is also essential. It will be important for the TCM to build on the contacts made through this action planning process to maintain the rapport established with key stakeholders. Key to the partnerships successes will be the ongoing engagement of businesses in partnership activity.

A variety of communications will need to be developed and implemented to reflect the different needs and levels of engagement from stakeholders. Some businesses will actively engage as champions of the partnership, attending meetings and promoting the partnership. Others will participate in promotions or specific activities in which they have a particular interest and some will simply wish to be kept informed.

The TCM must be visible and easily accessible and it will be important to ensure sufficient time is allocated for face to face contact.

Key Action	Recommendations
<p>i) Developing a Communication Strategy which will ensure regular communications with stakeholders</p>	<p>i) A minimum of quarterly newsletters and an annual report circulated to all town centre businesses and key stakeholders ii) An agreed number of businesses to have been met by the TCM on a face to face basis each month iii) Media releases and follow up for all good news stories on the town centre</p>

Establishment of a management structure to support the Partnership and deliver the Business and Action plan

The establishment of a clear and transparent structure for the Town Centre Partnership is essential both for its credibility and to encourage contact and participation from businesses and other key stakeholders.

There are two structural approaches to setting up BTCP. Option 1, The Town Centre Partnership can establish an informal partnership where no legal entity exists. If this option is chosen the TCM will be employed by the Local Authority and work with the BTCP through a Town Centre Steering Group. Option 2, establish a formal partnership where a legally constituted body is set up and the TCM is employed by this body. Whatever structure is chosen it must be representative of the make-up of the town centre, have clear terms of reference and strong leadership.

Key Action	Recommendation
Set up a partnership structure	Use the informal option (outlined below)

Informal Partnership Model

The day to day work will be actioned by the TCM on behalf of the BTCP. The TCM should report to their line manager and the BTCP Town Centre Steering Group. The Steering Group should be chaired by a member of the local business community and meet on a regular basis. Members of the Town Centre Steering Group should represent the key sectors and make-up of the town.

- Who Should be Involved
- When looking for Steering Group members BTCP should aim to achieve a breadth of businesses but also a mixture of skills and resources which will be useful to the partnership.
- As a minimum the Steering Group must be representative of the make-up of the town centre and should include:
 - Town Centre Manager
 - Local Authority (Political and Officer representative) – Blaby District Council, Blaby Parish Council and Leicestershire County Council
 - Police
 - Businesses (at least one from each of the following sectors national chain retailer, independent retailer, food and drink and services)
 - Chamber of Trade/Business Association e.g. Federation of Small Businesses
 - Voluntary sector/community group

Meeting Protocols

The Steering Group should agree terms of reference and frequency of the meetings. The TCM should hold a pre meeting with the Chairman to agree the agenda and discuss activities and issues. Every agenda should include a progress report on the agreed Action Plan. It will be important to ensure that meetings demonstrate an openness and the opportunity for each representative to raise ideas and issues to avoid the perception of control by any single individual or group.

Key Actions	Recommendations
i) Set up a Steering Group ii) Secure a Chair iii) Agree on terms of reference	i) The Steering Group should meet preferably on a monthly basis or at least very 6 – 8 weeks with one

	<p>meeting per year open to the wider business community</p> <p>ii) Given the linear nature of the town centre it would be useful to secure business representation from both ends of the street</p> <p>iii) Working groups should be set up to address specific issues and projects as and when they arise</p> <p>iii) See Appendix 4 for a template Terms of Reference</p>
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Develop Business and Action Plans

Create a shared vision for the town

Having established a partnership of Blaby town centre stakeholders it will be important to establish a vision for the partnership. This should be a description of the reality the partnership wants to create. By having a vision the partnership will be able to provide a clear indication to the businesses and residents of the partnerships goals.

It is important to ensure that the vision draws on the beliefs and aspirations of town centre stakeholders and reflect the common goals of the group. It must be a vision which the partnership can achieve.

Key Actions	Recommendations
<p>Develop and agree a vision statement which all members of the Steering Group are happy to agree to.</p>	<p>This should be a short succinct and easily understood statement.</p>

Develop a 3-5 year Business Plan

Having agreed a vision the Business Plan will provide the road map to show how the BTCP is going to get there. The business plan should detail the aims and objectives of the BTCP with projects and activities allocated to each objective.

This should be an internal working document for the BTCP rather than a marketing tool. It will need to be reviewed and revised (if appropriate) on a regular basis. It must be a realistic document which, coupled with the yearly Action Plan, can be used to manage and evaluate the progress of the BTCP and its TCM.

Key to delivery of the plan will be identifying and securing funding and resources for the projects and activities detailed in the plan. Whilst objectives may remain in the Business Plan as an indication of need and commitment, they cannot move to the Action Plan until funding has been allocated. However, the Business Plan will be an essential tool to ensure the partnership remains focused on its objectives and that the TCM is continually looking for suitable grants, sponsorship and other funding opportunities.

Key Action	Recommendations
Develop a 3-5 year Business Plan	<p>Key areas of focus should include Improvements to the town centre environment and marketing and promotion</p> <p>Objectives should include the following:</p> <p><i>Specifics</i> What exactly are we going to do What does the objective need to achieve</p> <p><i>Measurable</i> How can we measure whether we are achieving the objective Can we get it done in the timeframe/in this political climate/with this amount of money</p> <p><i>Relevant</i> Is the objective central to the vision/goals of the partnership Will this objective lead to the desired result</p> <p><i>Time</i> When will we accomplish/achieve this objective</p>

Deliver a yearly Action Plan

The Action Plan is essentially the “to do list” for the tasks that the BTCP will need to carry out to achieve their agreed objectives. Each year the BTCP should agree its priorities from the BTCP Business Plan based on need and the availability of funding and resources for projects. Once identified and agreed the TCM should set out the annual Action Plan.

It is important that the implementation plans are realistic and that large objectives are broken down into manageable chunks. The Action Plan should provide a basis for ongoing monitoring and evaluation and progress with the plan should form a key agenda item for each BTCP Town Centre Steering Group meeting.

Key Action	Recommendations
Agree an Action Plan for the BTCP's first year	Each activity on the Action Plan should include the following: i) Timetable for each action ii) Clearly defined activities/steps iii) Who will be responsible for each action iv) Where the funding will come from and any specific funding related commitments v) What the desired outcome is vi) How the outcome will be evaluated and monitored to demonstrate the impact on the town centre

Evaluate and Validate

Ensure regular monitoring and evaluate progress

There are two key areas of monitoring which will be essential to the BTCP.

Firstly it will be important to monitor the town centres performance on a regular basis. Establishing a series of benchmarks and monitoring them regularly will enable the BTCP to determine how the town centre changes over time. As part of this process it will be important to agree the function, market and profile of the location and understand the key factors to achieve and retain a competitive edge.

Secondly the BTCP will need to monitor its own performance. Key to stakeholder participation in the partnership will be an understanding and re assurance that the BTCP is doing what it said it would do and is making a tangible difference to Blaby town centre.

Beyond an understanding of progress, these monitoring systems will inform decision making and strategic planning for the BTCP. They will also provide evaluation of the effectiveness of the BTCP and an opportunity to promote the partnerships achievements.

Key Actions	Recommendations
i) Set up a key performance	i) Use elements of the Health Check

<p>monitoring system for the town centre i) Set up a performance monitoring system for each BTCP project</p>	<p>undertaken as part of the Academy Programme as a starting point for benchmarking. ii) Incorporate a monitoring process which allows feedback on individual business trading on an % up or down basis to get an accurate picture of trading in the town centre iii) When evaluating the impact of BTCP activity ensure you are monitoring areas which the project/partnership are able to have a direct impact on</p>
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Celebrate Achievements

Promote the partnership, its activities and achievements

It is important to celebrate the achievements of the BTCP for two reasons. Firstly good news on activity in the town centre sends out a positive message to businesses and town centre users which will encourage them to take an interest in the town centre and be proud of its achievements. Secondly it is essential to establish and maintain a strong profile for the BTCP itself. This will ensure an awareness of the partnership and demonstrate that it works at an operational as well as a strategic level and is actually delivering projects and services rather than just talking about what needs to be done.

Key Action	Recommendations
<p>Regularly promote the BTCP and its achievements</p>	<p>i) Establish a BTCP logo and branding and ensure this is used on all literature, media releases etc. to promote the BTCP and ensure the achievement is directly linked to the BTCP ii) When agreeing how each activity will be evaluated and monitored consider how this could be promoted iii) Review achievements at each meeting and consider whether they are worthy of a media release, inclusion in the newsletter etc. iv) TCM should regularly provide Steering Group members with a crib sheet of key facts on town centre progress and BTCP achievements for them to promote</p>

Appendices

Appendix 1 Town Centre Walkabout 9th June 2009

Signage and Access

- We need welcome signs at the periphery
- There are no signs directing people into the town centre
- Some signage is poor and needs to be better maintained signage
- Good bike/pedestrian signage
- The signage to highlight what the town centre has to offer (e.g. public parks and hotels)
- We need directional signage to car parks from periphery (and indicate where it is free)
- Public notice boards are in a poor state boards need replacing
- We need town maps, particularly in car parks
- Car park charging needs to be clearly signed
- Signage for different quarters of town
- Signage to public services and amenities
- Directional signs to town centre from car parks
- Banners on lamp posts to make the area look attractive
- We have good disabled access

Public Realm

- Entrances are tatty, no sense of arrival
- No theme for the furniture
- 5 different types of bins
- 6 different types of bollards
- Lots of A boards
- Most of the pavement is tarmac, paving would look netter
- Majority of shop fronts were good quality
- Recycling area messy
- Waitrose square is scruffy and could be made much more off
- There are no attractive places for people to sit
- There is a disconnect between the shops past Waitrose going out of the town centre

Tenant Mix

- Primary function is local services but there are some good quality specialist shops
- A good mix with one or two exceptions such as ladies clothing/shoes
- Fine balance to be had, any more charity shops would shift balance wrong way

- Quality of shop frontages is good
- Very few vacant units
- A scheme to cover windows (vinyls) of vacant premises would be a good idea
- Funeral parlour taking up a prime retail spot
- John's court is a gathering place for youths
- Need to revamp the court area to provide some sort of feature and seating area
- Groupings of shops are good e.g. all the estate agents towards one area of the street
- Need to promote the variety of products available in Blaby
- Could use tomato history for events
- Some shops have goods outside, which adds to the ambience, feel of a village rather than a town

Cleansing and Maintenance

- Chewing gum on the pavements
- Public toilets need improving
- More litterbins
- General cleansing good
- Certain shops should be responsible for their litter
- Safety during the day fine
- At night youths gather in car parks particularly, and use the car parks as a race track
- Insufficient lighting in certain areas

Appendix 2 Town Centre Health Check

Mosaic City/Town Centre Health Check



A. Please enter your location and contact details.
Location - Blaby Town Centre
Contact Name - Liz Oakes or Carole Troake
Tel No - 0116 2727729 or 2727735
Email - lo1@blaby.gov.uk or cat@blaby.gov.uk
Website - www.blaby.gov.uk

B. Location Information
1. Total resident population 4,735
2. Infant & children population 882
3. Adults of working age population 2,671
4. Adults of retirement age population 1,182
5. Catchment population 37,637
6. Visitors per annum Not known
7. Type of town e.g. Market Town, Regional Centre Market Town
8. Age of Town Mainly late 1960's/early 1970's
9. Town centre retail square footage 75,741 gross sq ft/ 36,191 net sq ft
10. Out of town retail square footage n/a
11. 3 Biggest employers 1 - Waitrose 2 - Aldi 3 - Westfield Hotel
12. Major retail competition e.g. out / edge of town, other towns Fosse Park South Wigston Wigston Magna Lutterworth
13. Major leisure competition e.g. theme parks Meridian Leisure Park

C. Transport & Access
1. Car ownership % None = 16%, 1= 47%, 2 or more = 38%
2. Total no. of car parks

3 district council owned 8 private = 11					
3. No. of multi-storey car parks					
none					
4. No. of surface car parks					
11					
5. No. of Park & Ride sites - servicing town centre					
none					
6. No. of temporary car parking sites					
none					
7. No. of private / non domestic car parking spaces					
133					
8. Total no. of car parking spaces					
277 council owned + 133 private = 410					
9. No. of multi-storey spaces					
none					
10. No. of surface spaces					
410					
11. No. of street spaces					
15					
12. No. of temporary spaces					
none					
13. No. of others					
none					
14. No. of Park & Ride spaces					
none					
15. No. of pay on foot car parks					
none					
16. No. of Pay & Display car parks					
3					
17. No. of pay at kiosk car parks					
none					
18. Typical Parking Tariffs Town Centre					
1-2 hours - first hour free, then 50p up to 2 hours					
3-4 hours - £1 - £2.50					
5-6 hours - £4.50					
All day - £4.50					
19. Typical Parking Tariffs Out of centre e.g. Park & Ride					
No Response					
20. Parking Ratios Space to catchment population & visitors					
410/37637					
21. Spaces to town centre retail square footage					
410/75741 gross sq ft					
22. Please give us your first impressions of the town centre by scoring the different aspects below.					
	Unsatisfactory	Below	Average	Good	Excellent
General atmosphere/ambience				X	
Ease of getting to centre by car				X	
Ease of getting to centre on foot				X	
Ease of getting to centre by public transport				X	

Clarity of signage			X		
Free flow of traffic		X			
Free movement of people			X		
Feeling of safety / security			X		
Use and conditions of trees and flora			X		
Use and condition of street furniture			X		
Cleanliness			X		
Any further comments on first impressions of town centre					
Dated architectural design & form					
23. Car Access:					
	Unsatisfactory	Below	Average	Good	Excellent
Road network around and within centre			X		
Quality of road surfaces			X		
Primary signage (into town)			X		
Secondary signage (into centre)		X			
Signage into parking facilities		X			
24. Traffic Management:					
	Unsatisfactory	Below	Average	Good	Excellent
Traffic flow		X			
Appropriate one-way systems					
Bus lanes			X		
Cycle paths					
25. Parking:					
	Unsatisfactory	Below	Average	Good	Excellent
Ease of finding a space			X		
Choice			X		
Park & Ride					
Any further comments on car access					
No Response					
26. Delivery Access:					
	Unsatisfactory	Below	Average	Good	Excellent
Road network around and within centre			X		
27. Signage:					
	Unsatisfactory	Below	Average	Good	Excellent
Primary Signage (into town)			X		
Secondary signage (into centre)		X			
Into service access		X			
28. Traffic Management:					
	Unsatisfactory	Below	Average	Good	Excellent
Traffic Flow		X			
Appropriate one-way systems					

29. Delivery:					
	Unsatisfactory	Below	Average	Good	Excellent
Free from delivery related traffic congestion		X			
Free from delivery related pedestrian congestion		X			
Ease of delivery		X			
Availability of rear service access roads		X			
Effective controlled delivery times			X		
Well lit night time delivery			X		
30. Any further comments on delivery access					
No Response					
31. Railway Station:					
No Response					
32. Taxis:					
	Unsatisfactory	Below	Average	Good	Excellent
Rank at railway station					
Rank in town centre					
Direct line telephone in town centre					
Core day availability			X		
24 hour availability			X		
Quality of cab interiors			X		
Quality of service / customer care			X		
Availability of non-smoking cabs					
Availability of women only cabs					
Quality of driving trainer					
Perceived value of fares					
33. Bus Service:					
	Unsatisfactory	Below	Average	Good	Excellent
Quality of service / customer care					
Quality of driver training					
Quality of bus interiors			X		
Condition of bus stops		X			
Bus stop distribution / location		X			
Coverage of routes to town centre			X		
Bus service frequency			X		
Well controlled deregulation					
Perceived value of fares					
34. Bus station:					
No Response					
35. Tram:					
No Response					
36. Any further comments on Public Transport					
No railway or bus station or tram service					

37. Pedestrians:					
	Unsatisfactory	Below	Average	Good	Excellent
Clarity and consistency of pedestrian signage		X			
Shopmobility scheme					
38. Non-Pedestrianised Areas:					
	Unsatisfactory	Below	Average	Good	Excellent
Pedestrian / traffic separation			X		
Positive use of traffic calming measures			X		
Clear uncongested throughfares			X		
Condition of pavements			X		
Width of pavements				X	
Street lighting				X	
39. Pedestrianised Areas:					
	Unsatisfactory	Below	Average	Good	Excellent
Clear uncongested throughfares				X	
Condition of paving / surfaces				X	
Lighting			X		
40. Crossings e.g. pelican, zebra etc:					
	Unsatisfactory	Below	Average	Good	Excellent
Convenient positioning				X	
Allowing ease of traffic flow				X	
Working Order				X	
5. Subways and Bridges:					
No Response					
41. Any further comments on Pedestrians no subways or bridges					

D. Environment					
1. The Streets:					
	Unsatisfactory	Below	Average	Good	Excellent
General ambience / appearance			X		
Condition of buildings		X			
Condition of shop fronts				X	
Free from liquidation / short lease shops					X
Ease of pedestrian flow			X		
Lighting				X	
Feeling of safety / security			X		
Appropriate use of CCTV			X		
Street entertainment		X			
Town centre ranger					
2. Street Furniture:					
	Unsatisfactory	Below	Average	Good	Excellent
Availability				X	

Suitability			X		
Quality / uniformity			X		
3. Cleanliness:					
	Unsatisfactory	Below	Average	Good	Excellent
Quantity of litter bins			X		
Frequency of refuse collection			X		
Frequency of trade refuse collection			X		
Regular street cleaning			X		
Regular street washing			X		
Control of graffiti / fly-posting			X		
4. Landscaping:					
	Unsatisfactory	Below	Average	Good	Excellent
Permanent landscaping			X		
Planting and baskets			X		
5. Any further comments on The Streets					
No Response					

E. Safety & Security

1. Security:					
	Unsatisfactory	Below	Average	Good	Excellent
Atmosphere of safety during day				X	
Atmosphere of safety at night			X		
Free from violence				X	
Free from theft				X	
Free from shoptheft				X	
Free from drunkenness			X		
Free from disturbances			X		
Free from Vandalism			X		
Free from begging				X	
Visible Police presence			X		
Dedicated town centre Police unit				X	
Appropriate use of CCTV			X		
Appropriate use of Retail Radiolink					
Lighting in main streets			X		
Lighting in side streets			X		
Lighting in passageways			X		
Secure, screened development sites					
2. Any further comments on Security					
No Response					

F. Facilities

1. Public Toilets

	Unsatisfactory	Below	Average	Good	Excellent
Quantity		X			
Location / position			X		
Clarity of signage		X			
Cleanliness		X			
Disabled facilities		X			
Disabled access			X		
Attended					
Opening hours			X		
Perceived value for money					

2. Baby Feeding / Changing Facilities

	Unsatisfactory	Below	Average	Good	Excellent
Quantity		X			
Clarity of signage		X			
Cleanliness		X			

3. Crèches

No Response					
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4. Special Needs

	Unsatisfactory	Below	Average	Good	Excellent
Shopmobility scheme					
Use of access ramps			X		
Use of tactile paving			X		
Use of lowered kerbs			X		

5. Library

	Unsatisfactory	Below	Average	Good	Excellent
Opening hours				X	
Disabled access				X	
Special events				X	

6. Any further comments on Facilities to the Public

No Response

G. Shopping, Leisure, Tourism, Events & Services

1. Shopping and Services

	Unsatisfactory	Below	Average	Good	Excellent
Good overall variety			X		
Balance between multiples / independents		X			
Representation of multiples		X			
Representation of independent retailers		X			
Range of specialist shops		X			
Free from empty units other than transitional				X	
Post office				X	
Provision of financial services				X	
Market				X	

Quality of covered shopping centre					
Provision of ancillary services e.g. pharmacy					
In store customer services - generally					
Citizen advice bureau			X		
2. Any further comments on Shopping and Services					
No Response					
3. Leisure and Tourism:					
	Unsatisfactory	Below	Average	Good	Excellent
Historical interest		X			
Tourist information centre					
Tourist / heritage trails					
Pubs and cafés			X		
Choice of restaurants		X			
Pavement eating / drinking		X			
Street entertainment		X			
Museums		X			
Theatres		X			
Cinemas		X			
Concert halls					
Night clubs					
Leisure centres					
Teenage entertainment					
Children's playgrounds				X	
Sports centre					
Late-night buses			X		
Late-night taxi service			X		
4. Any further comments on Leisure and Tourism					
There is a local heritage group that run local events but have no permanent venue. Theare,cinema and concerts are held in Blaby Social					
5. Action, Activities and Marketing:					
	Unsatisfactory	Below	Average	Good	Excellent
Regular annual events e.g. music week			X		
Regular frequent events e.g children's entertainment		X			
Town centre free-standing map					
Introduction of heritage signage					
Town and hotel guides					
Transport-linked promotions					
Christmas decorations			X		
Corporate identity					
Advertising		X			
Publication of newsletter		X			
Regular column in local newspaper					
Local radio support					
6. Any further comments on Action, Activities and Marketing					
Town centre map in leaflet format. Plans for free standing format on noticeboards in main car parks					



Appendix 3 BLABY Capacity Building Workshop

Contents

Introduction

Focus on the Past

- Local Timeline 1960 – 2009
- Identifying themes and patterns

Focus on the Present

- Blaby Town Centre Perceptions Mind Map

Focus on the Future

- Creating the Ideal
- Devising a Vision

Moving Forward – Action Planning

- Introduction
- Action Plan Findings

Introduction

On Wednesday 7th October, a workshop was held at Blaby Bowls Club as part of a public consultation for the redevelopment of Blaby. The aim of the event was to draw out and explore participant's views and visions for the future of Blaby town centre, investigate ways of meeting local people's needs and achieve the visions that the focus groups aspire to.

The event consisted of a series of highly participative tasks from which the data has been collated to produce this report.

The tasks focused on:

- Timelines – the local area of **Blaby** Town Centre
- Perceptions of **Blaby** Town Centre – Mind Map
- Creating an ideal future
- Devising the vision – open space questions which explore participants ideas for an ideal future
- Influence and voting of the vision
- Moving forward – discussing the ideas and investigating ways of moving forward to achieve goals.
- Action planning – what needs to be done to and who is going to do it.
- Workshop evaluation

Ethos of the Report

This report seeks to faithfully reproduce the work and findings of the participants at the event into an A4 size document. It does not seek to interpret that work or to make suggestions about how the report should be used in the future. Each section of the report introduces the tasks that were undertaken and gives a brief outline of the purpose for that task being included in the design of the day. There is then a brief summary or explanation of the findings by way of introduction for the reader. Any summaries are therefore not meant to be totally comprehensive of the findings but are a taster of what the reader is likely to encounter.

Focus on the Past

Purpose

The purpose of getting participants to focus on the past was to provide a common picture of the events that have shaped Blaby

Tasks

The first task was for people to make notes on what they knew, or could remember, about important events that have shaped Blaby current town centre. All the information was then gathered and transferred on to large sheets of paper so that everyone could see the developed timeline.

Following on from this exercise, the five groups were encouraged to identify themes and patterns from the timeline.

Outcome

Each group was given twenty minutes to analyse one decade of the timeline and feedback their findings.

Brief Overview

Blaby has grown from the 1960s onwards. A new housing estate was built and new shops followed in the 1970s, together with new toilet facilities. Transport links have grown (with the M1 and a bypass) although the train link was lost. Fosse Park was opened which created some new jobs. However, many large local employers (for example Chatterbox and Dr Martens) closed leading to the loss of many jobs. The last ten years have seen a rise in the commercial sector even though there has been a decline of independent retailers. Due to the recession, more charity and discount shops are opening up.

Table 1 sets out the information gathered from the timeline and Table 2 shows the themes and patterns that emerged from the timeline.

Table 1 – Blaby Local Timeline

1960s	Events
	Housing development Train station closed
1970s	Events
	St John's Court opened Waitrose Blaby by-pass GEC Whetstone restricted – loss of staff Enderby Road car park opened Toilets opened Asda opened
1980s	Events
	Fosse Park Dormitory Developments Chatterbox Shoes closed – loss of jobs
1986	Tomorrows World Travel opened
1990s	Events
	Transport Links County Arms closed Polisox factory closed – loss of jobs Whetstone – jobs in area.
1992	Thomas Cook opened
1999	Dr Martens factory closed
2000s	Events
	Northfield Road medical centre moved to near HSBC bank – extended parking area. Sommerfield Garage supermarket Opening of Bouskell Park Blaby Bargain Centre closed Another charity shop opened – Age Concern x2 Loros Mind Car Parking charges BDC outreach office Farmers market Car boot sales (parish council) Promotional events Road closure for Christmas lights switch on Road safety measures Conservation area Rise of commercial sector – hairdressers, charity shops – decline of independent retailers
2007	ACOI

Identifying Themes and Patterns

Table 2 – Themes and Patterns emerging from Blaby’s local timeline.

Dates	Themes	Comments
1960s – 1970s 1960s 1970s	<p><u>Nationally</u> Car ownership Increased prosperity No supermarkets – still local shops M1 opened</p> <p><u>Locally</u> House building Small factories Railway station closed Hospital closed Schools built Limited retail development – John’s Court</p> <p>Enderby Road car park M1 opened improved accessibility</p>	
1980s	<p>Loss of trade to Fosse Park Closure of local factories General downturn in economy</p> <p>Estate agents and non retail outlets forcing up rent rates</p>	<p>Chatterbox GEC reduced in size – job losses</p> <p>Making difficulties letting premises to new small outlets</p>
1990s	<p>Fosse Park Hub Tourism Transport Links Industry closes Retail opening Estate agents</p>	<p>Draws people Time out Hotel</p> <p>Job losses Job creation Creating des - res</p>
2000 – 2009	<p>Over the nine years the clientele has changed</p> <p>Have seen the effect of the decline of industry in the 1990s</p> <p>Growth in the community - people are loyal to Blaby</p> <p>Not attracting customers from out of the area</p> <p>Change in businesses – more</p>	<p>Less money, charity shops and decline in estate agents</p> <p>Money from within the area</p> <p>Initiatives ie farmers market Christmas lights fun days (pirates etc)</p> <p>Eg Aldi / Thomas Cook / A and</p>

	<p>larger national companies</p> <p>Less money more budget products</p> <p>National recession has brought on the need for Council to raise money At a time when we need to bring in footfall parking charges are driving business and footfall away</p>	<p>L / Somerfield / Co-op / HSBC / Waitrose</p> <p>Aldi Charity Shops</p> <p>Parking charges</p> <p>Fosse Park has its own free parking and is more attractive therefore</p>
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The Mind Map

The mind map is a perception map of the current situation. The map is created via group brainstorming in which individuals put forward their perceptions and experiences.

Task

A large sheet of paper was posted on the wall to which participants were invited to post their ideas under the themes of trends, issues and examples. The theme of 'examples' was used to exemplify participant's ideas of the issues and trends that they put forward. As part of this exercise, participants were encouraged to start new trends of their own or add to an existing trends suggested by other participants. Participants were also actively encouraged to link trends where they felt appropriate and put forward opposing trends to those previously stated if they felt that their experience was at odds with a trend already described.

Participants worked together as a whole group for 45 minutes before the mapping was drawn to a close, and with this done, participants were then given the opportunity to vote on the mind map with sticky dots colour coded to match their themed group.

Purpose

The mind Map served to visibly portray the perceptions, experiences and prevailing beliefs about the current Blaby Town Centre BTC. Everyone had an equal opportunity to put forward their suggestions, to agree and disagree with others and to represent their particular interest.

The process was managed in such a way that confrontation was avoided with only key information being succinctly presented. The encouragement of the participants to give examples to back their trends and issues ensured that all present had a sense of clarity about the subject matter being presented.

The voting element of the task drew out priority issues for Blaby as a whole and for the various organisations (stakeholders) involved.

Brief Summary

The mind map shows that the attendees believe a higher mix of retailers and promotion of the historic attractions of the town would benefit the town and put them on the map. It was felt that the appearance and aesthetics of **Blaby** could be improved, which would lead to more visitors to the area. Night time activities are lacking in **Blaby** as are activities for the younger generation. It was felt that a lack of broadband facilities hampered the town's ability to attract businesses.

Voting on the **Blaby** mind map showed a high degree of consensus on the priority issues for concern currently.

The Mind Map – Blaby

Key

IR – Independent Retail

NR – National Retail

L – Leisure

PA - Public Agencies

Theme (Total votes)	Who voted	Issue	Voting	Example	Voting
Retail Total Votes 8		Retail mix could be better	L1 PA1	Lots of hairdressers, estate agents and charity shops	
		Need more retail	IR4 NR1 PA1		
Christmas Total Votes 2		Not enough Christmas promotion	IR2	Lighting etc	
Identity Total Votes 16	IR1 PA3	We are not promoted as a historic town		We have no brown signs	
		We need signage	IR2 PA1	Impact at the gateways to attract people at either end. We need traditional / heritage signs	IR2 PA3
				Blaby Tomato mentioned in the doomsday book.	L1

		Is Blaby a town or village?	IR1 L1	Locals think of it as a village – differences in mindset	
		Fosse Park and town centre – can be positive and negative	PA1	Brings in footfall but undermines Blaby identity to draw people. Eg Brighton – I can't wait to gel. Promote it to "the lanes".	
Transport Total votes 6		Ideally placed transport wise		M1, bypass, bring people in	IR1
		Leicester Road has congestion problems		People park on the kerb, preventing through traffic	IR2 L3
Parking Total votes 13	IR3 NR6 L1 PA1	We have just started charging		Insufficient signage and staff have to pay £300 year to park	
		Since charging more people are using our CP as a free CP – Enderby Road	IR1	Enderby Road	
		Residents suffer from parking		Lots of staff park in residential streets	
		Large number of 2 hour bays empty	NR1	The charge is now £4.50. These bays used to be full	
		Lots of people park in our CP since charging		Westfield House	
		National companies should provide parking		It's a company issue	

Communication		Lots of things on the map that I didn't know about		I'm a Parish Councillor!	PA2
Total votes 3		Lack of fibre optic broadband	PA1	Poor megabyte	
Antisocial behaviour		Not all teenagers are doing anti-social things	IR1		
Total Votes 1		Young people congregate in public areas and some people feel threatened		Precinct and Aldi car park – Dupali (Indian restaurant) – Waitrose – one 13 year old found drunk on the floor at 6pm	
Destination		Blaby does not bring people in from outside	IR5 NR2 L1 PA3	Town Centre closes at 5pm and not open on Sunday. Inadequate lighting and litter issues. Affluent spenders (18 – 16 year olds) not spending in Blaby. Waitrose most customers 60+	
Total votes 11					

Events and entertainment Total votes 10	L1 PA4	Funfair had no Christmas theme at Christmas	IR3 NR1 L1	No-one asked re Christmas entertainment - disappointing	
		Entertainment only goes as far as Forge Corner.		It was promised that it would extend further but we only get the backend and the parking. Plan to do something in Precinct was vetoed – don't know why, seems a good venue – accessible.	
Tourism Total votes 5	L2 PA2	Blaby rural tourism		Huge country park – no link between town centre and rural paths etc	PA1
		Lots of horse riders and equestrian traders		Lots of rural recreation / walking / cycling	
Environment Total votes 18	IR1 NR1 PA6	Appearance and aesthetics of Blaby		Tired – a victim of 60s and 70s facias and soffits – looks unkempt. No consideration of street furniture for example	PA1
		Continuity of village together	IR2 PA2	Hanging baskets, Christmas events – to make us look unified. We have to bear in mind we have competition.	
		Streets dirty with leaves		Street sweepers don't come around now – creates a bad image for town centre.	IR1
		Tour signage is cluttered	IR1 PA2	Signage is cluttered and confusing if you aren't local. Are CP and key facilities easy to find?	IR1

Education and training	L1	Concept of set of workshops	IR3	Needed where young people can gain skills of the hand	
Total votes 4					
Participation	IR1 PA2	Lots of businesses have not come along today		Lots of big business not here, need to encourage them to come along and stay	
Total votes 9		Apathy	IR1 PA3	Lots of work to organise shop keepers into a main theme for Christmas but 90% of shop keepers have not responded	
		Westfield House had a bad reputation	L2	New owners now – we want to participate – much appreciated if doors could be opened – we want to support local community – trying to improve business, products and prices.	

Mind Map Links Between Trends, Issues and Examples

Theme	Links	Theme
Destination		Retail
Tourism		Identity
Communication	Better on line facilities might encourage youngsters to stay in more	Anit-social behaviour
Transport	Town centre for Blaby district but local transport does not see Blaby as a hub. Little east / west communication – no high quality trading system – idea of link to park and ride.	Identity

Devising the Vision

Open Space

Purpose

The participants were asked to zoom forward five years to the year 2013. They were then presented with a number of provocative questions and Ideal scenarios. These were posted on large sheets of paper around the walls. The scenarios were exploring different themes and visions for the future of **Blaby** Town Centre although all were presented as though they had already happened, for example, **‘Blaby Town Centre attracts shoppers and visitors from a huge catchment area. What has changed to make this the case and who is responsible?’**

Participants were asked to circulate around the room at will and to respond from their own individual perspective to each scenario. Organic discussions with others who arrived at the same scenario at the same time were positively encouraged. Everyone was asked to; answer the questions with suggestions or comments, comment on others suggestions etc. Everyone was asked to touch each piece of paper at least twice to ensure they got a chance to respond to their peers and experienced the feedback and “vision” of the group as growing organically. The group were then asked to vote on their vision. The participants voted by using their strip of five stars to vote for an idea they backed and to use their strip of five red dots to vote against ideas they didn’t like or think feasible.

Explaining the Tables

The six tables below show the responses to the six questions asked alongside the positive and negative voting that took place. Participants were asked to use all of their stars for voting FOR projects but were told they did not have to use their dots for voting AGAINST projects unless they felt particularly strongly about a project. It is important to note that in examples such as the one below the average score for this project would be +4

PROJECT	FOR	AGAINST
National Civil War Museum – instigated by Town Council, NSDC, NTP, Civic Trust & Tourist Board (in all that we aim to do, i.e. partnership working) (average score +4)	5	1

OPEN SPACE

Question 1

Blaby Town Centre attracts shoppers and visitors from a huge catchment area. What has changed to make this the case and who is responsible?	Votes For	Votes Against
Variety of retailers ie different stores. Who decides on new retailers in the village?		
Re-introduction of Blaby Tomato put the village on the map. Leicester is known for its Red Leicester cheese and Blaby tomato sandwich. There are plans to have a Blaby food festival in Aug 2010		
Variety of retail with more independent individual shops who offer unusual as well as the usual, remove some of the masses	1	
Shops that appeal to a younger client group have been opened, to make Blaby an alternative to Fosse Park. Responsible - promotion to retailers.	2	
The look and feel of Blaby has changed making it more appealing to shoppers – not stuck in 60s / 70s time warp. Shop facias need some TLC.		
Rates are made affordable to give young / new businesses a chance to open new exciting businesses with new modern products – independently.	1	
Variety of events to pull in people from surrounding areas to spend their money (this is being progressed by TCM)	1	
Better promotion / events / attractions (as above BPC and TCM hopes to be more involved, also looking to bring in a “Glice Rink” in Feb 2010 for half term. Need support from retailers)	1	
We need a ladies dress shop		
Historical / heritage draws and marketing such as using Blaby “historical” feature or creating more	1	
Joint advertising between local retailers promoting variety of products and services ie 1 page Leicester Mercury ad (weekly or monthly)	11	
Cheaper parking and more spaces	2	

Question 2

Blaby Town Centre's physical environment – housing, parks, public realm etc has undergone an urban renaissance and people want to spend time in and live in the town. How has this happened and why?	Votes For	Votes Against
Including present day with days gone by good mix to attract all generations by a mixed team of people		
A rose garden was built		
Investment scheme to provide youths a chance to shape their own Blaby town centre / surroundings, youth facilities	1	
Projects and schemes in the Blaby master plan have been implemented	4	
Blaby sees more than just a lick of paint to improve centre, regeneration is needed	7	
Bouskell Park is on the map with a bandstand and a tea room average = 0	1	1
Better public facilities, toilets, rest areas, seating		
More decorations at Christmas		
Town centre linked to rural winter land with trails, paths, signage. Rural pursuits – better cycleway , footpaths linked to attract people into town centre	1	
There is now a reason to come into Blaby to relax and enjoy		
The town / village is now clean and tidy		

Question 3

Blaby Town Centre has a booming economy. It is a place to invest in. How has this been achieved and by whom?	Votes For	Votes Against
A greater mix of retail shops opened	5	
Limit to "commercial" businesses	1	
More people opening on Sundays average = -1	1	2
Better transport (small buses) from surrounding area		
Training facilities for young people		
Blaby has become an experience. A town / village people want to spend time in. All working together to create and promote not only in Leicestershire but further afield.	5	
More shops opening longer and later		
More facilities to park in Blaby		
Blaby has developed a night time economy drawing in people to the centre to spend at night	9	
A mix of local / national products providing all the needs locally in order to retain money and business for locals including development and redevelopment		
Street markets at certain times of the year eg Christmas		1
A venue opened which catered for concerts, plays, art shows etc average = 0	1	1
Free parking for businesses average = 3	4	1

Question 4

Blaby town centre is healthy and safe with a wonderful quality of life in 2013. What steps have taken place to make this the case? Who has been involved?	Votes For	Votes Against
Trendy bars and restaurants have opened	4	
Youth have somewhere to go other than street corners		
The place is well lit in the evenings and feels safe and inviting	6	
More police to be seen around	5	
Village to stop anti socialism		1
More facilities for youngsters		
Youth centres and sports clubs opened	3	
Blaby has become a place where kids / teenagers are a part of the community, by providing places for them to be involved. Also more police activity visible on the streets	3	
Police must be able and willing to enforce the law		
Education for all ages including using skills from local businesses to train the young		
Bouskell Park - the asset should be taken advantage of and opened up	6	
More police / traffic wardens stopping parking on kerbs so making traffic flow better	1	
Regular cleaning and shop owners take responsibility for their own frontages	2	

Question 5

Transport and communications within Blaby town centre and between the rest of the country are excellent and public transport is well used. What has changed to bring this about?	Votes For	Votes Against
Close to M1 motorway		
Closure of Blaby station		
Personal car increase		
Parking issues resolved bollards etc	3	
One way system in operation		5
More pedestrian signage to places of attraction eg parks		
Local train station re-opens creating better links		3
Parking solutions – if village to grow need more spaces – free	8	
Double yellow lines on main roads out – to prevent congestion. Better flow of traffic in and out of town – centre more pedestrian friendly	1	
Reconstruction of the town centre to provide a centre encompassing multi storey bus retail and recreational products		
Buses to Blaby town from rural areas – satellite communication for buses higher quality publicity links bus services to Blaby town centre	3	

Question 6

Is there anything we have missed that you want us to flag up as part of the Blaby town centre ideal?	Votes For	Votes Against
Improved communication with councils / businesses in partnership. TCM newsletter	5	
Retailers etc working together more, forming a TCM	2	
Instead of funfairs invite things like German / French markets especially around Christmas time. Fun fairs only benefit the fun fair operators and not the Blaby businesses. TCM to address this with BPC average = 0	1	1
Make entertainment reach the whole of Blaby . Themes to suite the time of year eg Easter, have an Easter egg hunt for the children. Looking at doing this eg Glice rink for Feb half term.	1	
Involve libraries and schools. How can they help promote Blaby and bring parents and children in.		
Introduction of high speed broad band to encourage business and young people to stay at home		2

Moving Forward – Action Planning

Theme	Action	Who & How
<p>Town Centre Attracts Shopper</p> <p>Steve Ward Liz Oakes Jackie Dickinson John Leach</p>	<ul style="list-style-type: none"> • Action: Branding the Blaby tomato • Barriers: Taking it seriously Apathy • Resources: Involve the community • Engaging: Launch to promote 	<p>Signage Historical information Growing the tomato Selling the tomato Merchandising Fayres / events / festivals Explore links to cheese and pork pie Iconic fixture Schools to grow</p>
<p>Physical environment</p> <p>Paul Sophie Carole Maxine Tzirki Davies</p>	<ul style="list-style-type: none"> • Action: Improve Blaby town centre public realm • Barriers: Funding 	<p>EMDA, Rural Partnership, District and Parish Council,</p>

<p>Troake Aldread David Pollard</p>	<ul style="list-style-type: none"> • Barriers: Land ownership • Barriers: Current economic climate • Resources: • Market: Continuity of delivery 	<p>Private Funding, Section 106, Charities, Lottery</p> <p>Town Centre Partnership County Council District Council Private land owners</p> <p>Optimised by Town Centre Partnership Business Support Organisations County and District Councils Charities Businesses Service providers Engaging staff / interested parties to take ownership and engaging young people</p> <p>Town Centre Partnerships Marketing of early successes Street signs Street furniture Parking Gateways Heritage trail Tomato trail</p>
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<p>Economy</p> <p>Darren Bland – water closet retailer</p> <p>Angela Roper – Annie’s cafe</p> <p>Nicky Sharpe – Flackies Butchers</p> <p>Mick Harris – Tanya Harris Hairdressers</p> <p>Vicki Garford – Midlands Co-op Travel</p>	<ul style="list-style-type: none"> • Action: A greater <u>mix</u> of retail shops opened • Barriers: Not appealing for small / <u>different</u> businesses Projected future business Encourage people to come in Charity shops have subsidised rates but small shops do not eg boutiques dress and gift shops • Overcoming these barriers: Needs to promote Blaby Needs to create a unique “destination” that is exclusive Free up / create available units and space Marketing 	<p>businesses and Council needs to get together</p> <p>use TCM to co-ordinate local businesses and liaise with Council</p>
<p>Health and Safety</p> <p>Louise McLoughlin Joanne Leyland Marrianna Broomhead Barry Bott</p>	<ul style="list-style-type: none"> • Action: Promote Bouskell Park • Action: Make dog owners aware of other users requirements Toilets and Cafe • Action: Open air concerts and events • Action: Signs in park to town centre • Action: Youth and police issues • Action: Better transport targeting venues and attractions for young people 	<p>Signage all around area Promote in local press</p> <p>Warden presence</p> <p>Local sponsor</p> <p>Increase police presence at night. Foot patrols and park patrols</p> <p>Buses to leisure centre, Meridian, Fosse Park, Leicester City Centre and return buses at set times</p>

	<ul style="list-style-type: none"> • Action: Utilise social centre for youths, dance workshops, youth drama groups • Action: Reduce PC nonsense – people feel too restricted by this to help in organising youth functions, rules and regulations have stifled peoples willingness to help 	
<p>Transport</p> <p>Derek Thompson Jon Wells Peter King</p>	<ul style="list-style-type: none"> • What needs to be considered: Capacity, Cost (public and workers), Location eg on street, Routes, Operator, Accessibility to information and availability, Publicity and communications, Regularity of service for 5 mile radius Buses public transport to Blaby • Barriers: land availability, cost and accessibility Local Authority Finance and Funding Availability Residents, Highway Authority Cost of service Engagement with operators Subsidies Communication infrastructure Routing and highway considerations Parking • Resources Finance through grants public bodies at regional level Local traders Local authorities (BDC and LCC) 	

	<p>Parish Council Voluntary groups Private investors Commercial bus operators Private bus operators</p> <ul style="list-style-type: none"> • Market and sell Plan – out of village / town location serviced by public transport at minimal cost due to consortium shared funding To provide a low cost option for workers / public Free up existing land use eg Johns Court or Enderby Road for alternative uses, short stay 	
<p>Anything missed Donna Botha Lee Griffiths Sarah Catterwell</p>	<ul style="list-style-type: none"> • Action Improved communication with Councils and businesses Priority: <ul style="list-style-type: none"> - meetings to break down barriers, - Open communication - Council provide full disclosure • Barriers: Politics Parish Council v District Council Councils v Businesses Non participating businesses (local and national) Conflict of interest / business needs Time / funding / cost / size / scale Who – involvement – distribution • Resources: Hotel – meetings / catering Councils – co-ordination Businesses attendance / participation Human resources / sharing resources 	

	<ul style="list-style-type: none"> • Engaging: Self sufficient No communication – none starter • Time of year event themes: Priorities: <ul style="list-style-type: none"> - Calendar of events - Plan 2011 in 2010 - Involve independent and national - Communicated – meet / plan / discuss - Event leader (TCM) • Barriers: Cost / national / corporate issues None involvement Communication All providing same time / cost / follow on • Resources: Traders – local / national (to include publicans) Councils Precinct Car park Hotel • Engaging: Free parking on events Potential revenue / income due to footfall Free draw Awareness of Blaby and its businesses 	<p>To overcome: Leader organiser (TCM) Negativity – past feedback Parking</p>
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Appendix 4

Town Centre Partnership Terms of Reference

The need for a Partnership Constitution or Terms of Reference

All Town Centre Partnerships need to set out in writing the arrangements and protocols for how the partnership will be governed, in particular:

- what they are in existence to achieve and a shared understanding of the strategy they will apply to achieve against their stated objectives
- who can take part in partnership business, how they are approved to take part, what roles they can play (eg as a partnership member or as a partnership board member), and how this can be changed or terminated
- how individual organisations and the individuals that represent them are individually and collectively responsible within the partnership. In particular, what are the performance management arrangements between individuals within the partnership and between the partnership and its membership and its external stakeholders?
- procedures for holding meetings, taking decisions, keeping records, managing funds.

This is good practice, as it makes the operation of the partnership clear, open and transparent. In addition, the process of drafting and agreeing the governance document helps to clarify roles and relationships, as well as building good will and trust.

The content of a Partnership Constitution or Terms of Reference

Whilst there is no standard form of governing document appropriate to all types of partnership, a framework for a Partnership Agreement or Constitution/Terms of Reference Framework can be found below. The main elements to be included are:

- name of the partnership
- aims and objectives and scope of operation
- membership, including group membership, the relative status of members, schemes of delegation – authority and decision-making – and arrangements for the termination of membership
- protocols for the way in which the partnership will operate, manage its business and make decisions, ie:
- meetings – notice and frequency of meetings, quorum roles, chairing arrangements, voting arrangements and representation of other members
- decision-making processes
- where its income will come from
- processes for review and amending the agreement; and
- exit strategy and arrangements for dissolution
- where appropriate voting rights should be established at the inception

It is key that the governing document is not overly complex, and does not seek to anticipate every eventuality. The objective which underpins the drafting should be to establish clarity where failure to do so would create ambiguity around partnership processes and liabilities. The governance document may or may not have legal status.