

Royal Leamington Spa

Town Centre Partnership Review & Capacity Building Workshop Report

(Final)

March 2010

THE
mosaic
PARTNERSHIP

PRACTICE BASED SOLUTIONS

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

Contents

1. Introduction

2. Method of Review

3. Stakeholder Interviews

Overview

Interview Review

4. Capacity Building Workshop

Overview

Focus on the Past

Focus on the Present

Focus on the Future

5. Findings & Recommendations

Findings

Recommended Actions

Appendices

1. Interview discussion points
2. Interviewees
3. Delegates
4. Timeline
5. Mind Map
6. Vision and Action Planning
7. Participants Evaluation
8. Partnership Terms of Reference

1. 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.

Town Centre Partnerships develop and change over time. It is generally acknowledged that regular reviews provide the opportunity to assess the focus and direction of the partnership in line with current challenges and good practice from elsewhere.

Royal Leamington Spa Town Centre Partnership was set up as an informal partnership in 1999 by the Chamber of Trade, Local Authority and key town centre businesses. Over the last ten years the Partnership has led and delivered a number of successful projects, the most recent being the development of a BID for Leamington with a successful ballot of businesses in August 2008.

Leamington town centre has experienced a number of changes in recent years including improvements to the Parade and the Old Town area, the Regent Court development and there are currently plans for development of a new shopping arcade at Chandos Street. The Partnership itself has also had several changes in Town Centre Manager and had a period of time without a manager in place. In addition to this the introduction of a BID has introduced a further town centre organisation and therefore prompted the need to ensure a clear understanding of the purpose and benefits of each organisation.

The Mosaic Partnership was commissioned by Royal Leamington Spa Town Centre Partnership to conduct a series of stakeholder interviews and a Capacity Building Workshop and make recommendations for the partnerships structure and future development.

2. METHOD FOR REVIEW

The Mosaic Partnership Three Stage Review provides an independent assessment of the progress of Town Centre Partnerships and guidance on future development.

Stage 1: Internal Review

The purpose of the internal review is to determine whether the Town Centre Partnership objectives are being met, and to what extent. What evidence is available and whether there has been any added value. Also what the aspirations of specific sectors are:

This stage of the review was conducted through meetings with specific sectors.

Stage 2: External Review

The purpose of this external review is firstly to ascertain local stakeholders' views of the achievements of the partnership and the way forward.

The Capacity Building Workshop

Partnerships will be aware of the need to engage with a breadth of stakeholders to understand their issues, aspiration and priorities. However, this can be extremely resource intensive and time consuming. This product has been developed to provide a structured approach to quickly and effectively build a foundation of engagement and consensus.

We use specialist techniques and participation and consultation experts to deliver a programme which provides a foundation for ongoing engagement. Rather than engaging with stakeholders on an individual basis at this stage, the programme brings stakeholders together to share their views and experiences and build engagement and consensus quickly and effectively.

We use the “future search” visioning technique, providing a managed and positive approach that will; Identify common themes; encourage new ideas; build consensus; find champions and agree actions

Stakeholders will feel they have been listened to and that their views are being incorporated in proposals but beyond this they will come away from the process feeling enthused and empowered.

The following gives an idea of the aims, objectives, & outcomes.

Aims

- Bring together the aspirations of key stakeholders
- Identify issues and priorities
- Establishes engagement

Objectives

- A highly managed process
- Facilitated by an expert
- Build an outline plan
- Encourage ownership

Outcomes

- Potential Projects
- Outline Plan (that everyone has contributed to)
- Potential Champions
- Sense of Ownership
- Genuine Engagement

Stage 3: Findings and Recommendations

A report which will outline the process, key outcomes and recommendations. We will also suggest a framework for a Business Plan and possible partnership working arrangements.

3. STAKEHOLDER INTERVIEWS

Overview

In October 2010 a series of interviews were undertaken with local Stakeholders to ascertain their views of the town centre and the Town Centre Partnership.

The interviews were undertaken on a one to one basis and were conducted with a series of structured questions to ensure uniformity of analysis. However, the questions were open ended to provide stakeholders with the opportunity to expand on any topic when they wished to.

The four key discussion topics were:

Location

The aim of this discussion was to get a clear understanding of how stakeholders perceive the town centre at the current time.

Development and key issues

The aim of this discussion was to see how aware stakeholders were of current developments and what key issues were important to them.

The Town Centre Partnership

The aim of this discussion was to identify stakeholders understanding of the Town Centre Partnerships purpose and objectives, their role within the partnership and their views on what the partnership delivers.

Engagement

The aim of this discussion was to assess the level of engagement the partnership and the town centre has secured from both public and private sectors.

A complete list of discussion points can be found in Appendix 1

Interview Review

In total 10 interviews were undertaken with business representatives from south and north of the town, the Chamber of Trade and Warwick District Council and Warwickshire County Council.

A full list of interviewees and can be found in Appendix 2

Location

All interviewees believe Royal Leamington Spa is an attractive town with a great deal to offer. Some raised issues on access in and around the town centre and the majority had concerns regarding availability of parking and car park charging. All identified the towns' primary function as a retail, leisure and

service provider for local residents and people living in the surrounding hinterland. The majority felt that work should be done to attract tourists.

Development and Key Issues

All stakeholders were aware of recent and current developments. In particular Regency Arcade and Chandos Street, which were mentioned by all. The most common key issues were around

- the north south divide of the town
- lack of co-ordination and partnership working
- lack of clear objectives and actions from the Town Centre Partnership
- the need to address car parking issues
- the need to find ways of moving people around the town centre
- ensuring sustainability by attracting a good mix of retail and leisure providers

The Town Centre Partnership

The Town Centre Partnership was a matter of concern and frustration for all those interviewed. The partnership has been established for a number of years but all stakeholders felt it had lost its way and was no longer delivering any tangible outcomes. When asked to highlight recent achievements stakeholders were not able to point to anything more recent than the delivery of the BID which came to fruition in 2008. No one was able to identify the Partnerships aims and objectives nor did they believe they currently derive any benefit from being part of the Partnership. The majority did not feel they knew what their role was within the partnership or how they could influence change. All felt meetings were poorly attended and that it had become a “talking shop” that was not moving forward. However, all recognised the value in working in partnership and expressed a desire to be part of an effective and robust partnership.

Engagement

All expressed concern at the lack of business engagement. With around 950 businesses in the town centre only a handful are engaged in the partnership. In recent months a newsletter and contact list has been developed, however, this does not appear to have lead to greater engagement from town centre businesses. There was a feeling that the partnership lacked any influence or authority and businesses were unclear as to whether the town centre was a priority for the Local Authority. There was no sense of shared values or vision.

4. CAPACITY BUILDING WORKSHOP

Overview

On 25th February 2010, a Capacity Building Workshop took place with over 50 town centre stakeholders attending (for a list of attendees see Appendix 3). 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 know, or can remember, about how the town centre has changed and developed and what changes have had a significant impact, positive and negative, from 1960 to date. All the information was then gathered and transferred on to large sheets of paper so that everyone could see the developed timeline. This encouraged participants to take stock of the development and achievements and for those who had recently moved to Royal Leamington Spa to understand the town's development.

Section Two – A Focus on the Present – used a Mind Map model where participants identify themes or a trend with an issue or comment linked to it and an example of how this is achieved or is an issue. Participants then consider what links there may be between themes and trends and finally identified the priority issues for the town centre by voting for specific themes, issues or activities identified on the mind map. This encouraged participants to focus on their current perceptions and experiences of the town. By using a Mind Map we can visibly portray the groups perceptions, experiences and prevailing beliefs about the current situation in the town centre and what needs to change or be built on to move the town 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 partnership should focus on in moving forward. Participants were then asked to consider what activities the partnership should undertake under each priority, what barriers they might encounter and who could help. This encouraged participants to consider what actions would be necessary to actually deliver the activities they would like to see undertaken and to take collective ownership of this.

Section One - Focus on the Past

Overview

Participants focused on how Royal Leamington Spa town centre had developed over time by considering what has happened to the area within the timeline of 1960 and 2010. Key areas the group considered were important events which have shaped and the impacted on the town.

Outcome

The group provided a detailed outline of the changes in the town both negative and positive.

Key Points

A number of key points we identified and are listed below.

For full details of the timeline and all information listed in the timeline see Appendix 4

	Comment
1960 -1970	Top of parade derelict Retail focus on Regency arcade Large department stores operating
1971 – 1980	Successful lights festival in Jephson Gardens Successful carnival event A46 dual carriage way from Coventry
1981 – 1990	Successful town centre market Pedestrianised the parade as a trial Out of town retail developments Regency Arcade Royal Priors
1991 – 2000	M40 opening Demise of markets Moe independent small shops Increase Evening economy TCM started Bus depot
2001 – 2010	Royal Priors refurbishment Parade dug up Warwick Parkway opened Improvements to the public realm Pump room developed Pedestrianisation Regent Court Development BID Car Parking charges introduced onstreet

Section Two - Focus on the Present

Overview

Participants focused on their current perceptions and experiences of Royal Leamington Spa town centre. Using a mind map the group considered their perceptions, experiences and prevailing beliefs about the town and what needs to change or be built on to move the town forward.

Outcome

The group identified themes/trends and issues/examples relating to these. The group then identified their priorities.

Key Points

14 themes were identified and they are listed below in the order of importance given to them by the group.

For full details of the mind map activity undertaken and all information listed in the mind map see Appendix 5

	Theme
27	Town Centre Offer
25	Access
23	Town Centre Management
19	Signage
16	Car Parking
13	Public Space
12	Entertainment venues
10	Old Town
9	Identity/Perception
6	Diversity
5	Out of Town/Circulation
4	BID

Section Three - Focus on the Future

Overview

This section was split into two tasks.

In Task One participants zoomed forward (in their minds) five years. They were presented with a number of provocative questions and ideal scenarios exploring different themes and visions for the future of the Town Centre. For example, "Royal Leamington Spa Town Centre attracts shoppers and visitors from a huge catchment area. What has changed to make this the case and who is responsible?"

In Task Two participants worked in groups to develop an action plan for each area.

Outcome

Participants identified how these scenarios were achieved in Royal Leamington Spa. The group then identified their priorities for the vision and then developed key action points for delivery of the vision.

Key Points

Six key priorities for delivering the vision were identified

Improving the Royal Leamington Spa offer
Establishing identity and marketing and promotion
Improving access and promotion of public transport
Establishing strong and effective partnership working
Securing a "John Lewis" type store
Developing the canal basin

For full details of the visioning and action planning see Appendix 6

Findings and Recommendations

It is important that the findings and recommendations are read alongside the details contained in the report and also the appendices. It is also our opinion that consideration be given to forming a senior level working group to ensure that these findings and recommendations are carried forward.

Findings

1. Vision, Strategy

There is a clear need for a cohesive vision and strategy for Leamington Town Centre. This needs to combine strategic and operational initiatives in order to provide clarity, investment and improved partnership Working.

2. Development 'Masterplan'

There needs to be a plan/map of the town, showing key future developments and outline timescales. This also needs an inward Investment plan and work with key agencies and local agents to encourage growth and new business investment opportunities and quality of independent and national businesses as part of the Regeneration Plan

3. Town Centre Partnership

The Town Centre Partnership structure has been in place for several years, and much has been achieved, however it now needs rebuilding and refreshing. Key elements include:

- Expand and include a range of stakeholders from public and private sectors
- Development of new terms of reference (see appendix 8) for the partnership and clarity of roles and responsibilities of Chair, Vice Chair, and Town Centre Manager.
- Establishment of a TCM Executive consisting of no more than 3 people to oversee day to day activities and progression of TCM and partnership.
- There needs to be a new Town Centre Management Business & Action Plan which needs to include TCM objectives, actions, delivery arrangements and key projects and show linkages with strategic initiatives and public sector projects and programmes. The Capacity Building Workshop information can be used to produce this.
- Monitoring of Key Performance Indicators required ie footfall, car park usage, public transport data, empty properties, % increase / decrease, tourism / visitor numbers, annual survey of shoppers and town centre users

For any Town Centre organisation of this type to be successful it must be recognisable as credible and working within the framework of an effective public/private sector partnership. In addition to acting as a stakeholder liaison it is essential that partnerships deliver projects and services which make a tangible difference to their town centre.

In order for a partnership to secure stakeholder support and engagement stakeholders need to be made aware of its aims and objectives, have an opportunity to participate in the process and understand the benefit to their organisation from partnership activities.

Royal Leamington Spa Town Centre Partnership has achieved a great deal in the last decade but in recent times has lost impetus and direction. In order to address this we recommend that the partnership focuses on the following aims:

- Establishing a breadth of engagement with town centre stakeholders ensuring there is a real and understood benefit to participation
- Develop a transparent partnership structure which ensures town centre stakeholders are participating in and driving forward the agenda
- Identifying and delivering projects and services which have tangible outcomes and are detailed in a 3- 5 year Business Plan and a yearly Action Plan

Key Objectives

The Town Centre Partnership's key objectives should be to:

- Bring together a network of town centre stakeholders to ensure a robust partnership
- Establishment of a management structure to support the Partnership and deliver the Business and Action plan
- Agree and collate information on the function, market and profile of the location
- Understand the key factors to achieve and retain a competitive edge and ensure these are incorporated into Action and Business Plans
- Establish and monitor key performance indicators for the location and the Town Centre Partnership
- Create a shared vision for the town
- Develop a 3-5 year Business Plan
- Agree and deliver a yearly Action Plan
- Ensure regular monitoring and evaluation against key performance indicators and specific project activity
- Promote the partnership, its activities and achievements

Recommended Actions

Within the confines of this review we have identified recommendations and actions for the first two objectives.

a) Bringing together a network of town centre stakeholders to ensure a robust partnership

Recommendation	Actions
The Town Centre Partnership Steering Group must be representative of the stakeholders within the town centre	<ol style="list-style-type: none"> 1. Establish database of all town centre businesses 2. Identify sectors and proportion of businesses in each section 3. Agree number of places on the Steering Group and allocate to specific stakeholder representation e.g. x national chain, x independents etc, x leisure etc. Public sector representatives should also be included both at officer and political level and the Police 4. Maintain database to ensure the Partnership always has up to date information on the make up of town centre stakeholders
All town centre stakeholders should receive regular communications from the Town Centre Partnership	<ol style="list-style-type: none"> 1. A programme of face to face visits should be undertaken by the Town Centre Manager. 2. Targets should be agreed on the number of stakeholders visited and progress should be reported to the Steering Group 3. A Business Plan and Action Plan should be produced and made available to stakeholders 3. The newsletter should be sent to the entire database with Partnership projects and progress reported regularly

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

Recommendations	Actions
The Town Centre Partnership structure must be transparent and support the Partnership in ensuring action rather than simply discussion	<ol style="list-style-type: none"> 1. Terms of reference should be established for the Steering Group (see Appendix 8 for a terms of reference guide) 2. The Town Centre Manager should report to the Steering Group 3. The Action Plan should be a key agenda item at each meeting 4. The Town Centre Manager should hold a pre meeting with the Chair and Vice Chair before each Steering Group meeting to discuss the agenda
The Town Centre Manager	1. An Executive Group should be set up to provide

<p>should have a support structure to ensure clear direction and ability to deliver</p>	<p>more detailed guidelines and review of performance based on the actions agreed by the Steering Group. This should include the Chair of the Partnership and the Local Authority 2. All activities should include targets, deadlines and monitoring procedures</p>
<p>The agreement and delivery of some “quick wins” to begin to demonstrate the value of the Partnership</p>	<p>1The Town centre Manager should review the information from the Capacity Building Workshop and identify the “quick wins” to action An example of this would be the request for a “John Lewis type” store. The Town centre Manager should contact John Lewis to establish whether Leamington is on their list and what requirements they have for considering a location. This can then be fed back to the Partnership at the next meeting together with a plan to contact further retailers, identify suitable units, develop an investment pack and deliver a promotion campaign.</p>
<p>Develop 3-5 Year Business Plan</p>	<p>Key areas of focus could include issues such as improvements to the town centre environment, access, marketing and promotion and communications</p> <p>Objectives should include the following:</p> <p>Specifics</p> <ul style="list-style-type: none"> ➤ What exactly are we going to do ➤ What does the objective need to achieve ➤ Who is the lead organisation <p>Measurable</p> <ul style="list-style-type: none"> ➤ 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>Relevant</p> <ul style="list-style-type: none"> ➤ Is the objective central to the vision/goals of the partnership ➤ Will this objective lead to the desired result <p>Time</p> <ul style="list-style-type: none"> ➤ When will we accomplish/achieve this objective
<p>Develop Annual Action Plans</p>	<p>Each activity on the Action Plan should include the following:</p> <ul style="list-style-type: none"> i) Timetable for each action ii) Clearly defined steps to achieve it 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 specific action will be evaluated and monitored to demonstrate the impact on the town centre

APPENDICIES

The views expressed in this section are not necessarily those of the Royal Leamington Spa Town Centre Partnership or The Mosaic Partnership

Appendix 1

Stakeholder Interviews Discussion Points

1. Location

- i) What is your general view of your current location?
- ii) How are businesses performing?
- iii) What do you think is its primary function?
- iv) What sort of user does it attract?

2. Key Developments & Issues

- i) What are the key developments taking place in the town?
- ii) What key issues are important to you now?

3. The Town Centre Partnership

- i) How did it come about? (TCM only)
- ii) How long has it been established? (TCM only)
- iii) Who is on the partnership? (TCM only)
- iv) What is the structure of the partnership? (TCM only)
- v) What level of funding does it have? (TCM only)
- vi) What type of projects does it carry out? (TCM only)
- vii) What is your role in the partnership?
- viii) What do you think are the key objectives for the partnership?
- ix) What have been the key challenges for the partnership in the last two years?
- x) What have been the key achievements in the last two years?
- xi) In what way does your organisation/business benefit from being part of the partnership?
- xii) What do you believe are the differences between the services the BID and the Town Centre Partnership offers?

4. Engagement

- i) What are the relationships like with other partnerships e.g. Shakespeare County?
- ii) What is the political composition?
- iii) What level of public agency involvement is there with the partnership?
- iv) Is the town centre a corporate priority for the Local Authority?
- v) What is the level of engagement with the wider business community?

Appendix 2 Stakeholder Interviewees

Name	Organisation
Pamela Dunsdon	Warwickshire District Council
Paul Pinkney	Warwickshire District Council
Sue Ashley	Warwickshire County Council
Stacey Smith	Warwickshire County Council
Parminder Birdi	Chamber of Trade
Norman Stephens	Chamber of Trade
Gerry McManus	Royal Priors Shopping Centre
Brian Wall	Independent Trader
Richard Hayden	Independent Trader
Graham Allen	Old Town Business Association

Appendix 3 Capacity Building Workshop Delegates

Name	Company
Alicia Mason	Adams Hotel
Pablo Mason	Adams Hotel
Graham Folkes-Skinner	Warwick District Council
Katy Hunter	Warwickshire County Council
Paul Pinkney	Warwick District Council
Ray Smith	Warwick District Council
Richard Drakeley	Warwickshire County Council
Stacy Smith	Warwickshire County Council
Sue Ashley	Warwickshire County Council
Vicki Mumford	Warwickshire County Council
Nicole Alexander	Royal Leamington Spa Town Council
Jane Murphy	Warwickshire College
Graham Allen	Old Town Business Association
Helen Smith	BID Leamington Ltd
Jonathan Meredith	Royal Leamington Spa Chamber of Trade
Juliet Carter	Transition Town Leamington
Norman Stephens	Royal Leamington Spa Town Centre Partnership
Pamela Dunsdon	Royal Leamington Spa Town Centre Partnership
Steve Hoskins	Transition Town Leamington
Adam Talbot	Regent Court Shopping Centre
Gerry McManus	Royal Priors Shopping Centre
Joanna Morgan	Gap
Elinor Perry	Pentlands Business and Tax Advisors
Geoff Brooke-Taylor	Alsters Kelley Solicitors
Jenny Frost	Burgis & Bullock
Michael Campain	Chiltern Railways
Neil Raiseborough	Alsters Kelley Solicitors
Parminder Singh Birdi	Royal Leamington Spa Chamber of Trade
Rob Kendall	Harrison Beale & Owen
Simon Hain	EHB Commercial
Steve Burd	Stagecoach in Warwickshire
Paul Summerton	Lloyds TSB Commercial
Gary Barnes	Feminique
Helen Lothian	Gaia
Jamie Whitehall	The Sandwich Shop
Klaus Stuber	Kinder Room
Richard Hayden	
Sally Carrick	Carrick Travel
Vaughan Sprowell	Noa Noa
Dianne	Chamber of Commerce
Roger	Warwickshire County Council

Appendix 4 Timeline

Focus on the Past

Overview

The purpose of this activity is to get participants to focus on how the town has developed overtime. It allows those who have lived/worked in Royal Leamington Spa for a number of years to take stock of its development and the impact of those developments and those who have been involved in the area more recently to understand the timeline of the towns' development and the impact these changes have had.

Tasks

The first task was for participants to make notes on what they knew, or could remember, about how the town has changed and developed and what impacts this has had since 1960. All the information was then gathered and transferred on to large sheets of paper so that everyone could see the developed timeline.

Timeline

Table 1 sets out the information gathered from the timeline

Royal Leamington Spa Town Timeline

	Events
	Top of parade derelict Retail focus on Regency arcade SPA centre opens Bobbies Department Store Woodwards Department store Burgis and Colbourne (new House of Fraser) Large department stores operating Leamington Spa lights
	Events
	Successful lights festival in Jephson Gardens Successful carnival event Carrick travel opened A46 dual carriage way from Coventry Large retailers on parade Vehicle ownership increase More independent food shops

	<p>Events</p> <p>National trend to larger department stores Successful town centre market Pedestrinaised the parade as a trial Tachbrook park Out of town retail developments Regency arcade Housing growth Sunday opening Half day closing Old town markets Debenhams Royal Priors Housing growth IT Industries</p>
	<p>Events</p> <p>M40 opening Closure of Warneford Hospital (replaced by housing) Demise of markets Moe independent small shops Increase Evening economy Crown Green bowls Shires Retail park Regency arcade Warwick Gates Creative High Tech Traffic congestion Pedestrianisation proposals TCM started Bus depot 1995 Easter flood First Starbucks Peace festival started Decline in manufacturing</p>
	<p>Events</p> <p>Royal Priors refurbishment Parade dug up Woodward's redeveloped AP Pottertons, Fords close Wodines closed Wolsey relocated Increase in traffic? Warwick Parkway opened Improvements to the public realm Pump room developed</p>

	<p>Pedestrianisation Coffee culture Regent hotel gone Decriminalisation/Parking Regent Street Development LVMQ BID New Temple Opened Capacity Building Day New Library opened Royal show stopped Jepheons Gardens redeveloped Parade Enhancement scheme Car Parking charges</p>
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Appendix 5 Mind Map

Focus on the Present

Overview

The purpose of this activity is to get participants to focus on their current perceptions and experiences of the town centre. By using a Mind Map we can visibly portray the groups perceptions, experiences and prevailing beliefs about Royal Leamington Spa and what needs to change or be built on to move the town forward.

Tasks

The first task was for participants to identify themes or trends to identify ideas with an issue or comment linked to it and an example of how this is achieved or is an issue. Participants were also asked to identify links between themes and trends.

The second task was for participants to identify the priority issues for the town centre by voting for specific issues/activities identified on the mind map.

Mind Map

Table 1 provides a summary of the mind map. Table 2 Tables 3 and 4 provide voting summaries.

Sector Codes

C = Commercial
E = Entertainment and Leisure
IR = Independent Retailers
N = National Retailer
P = Public Agency
IG = Interest Groups

Table 1

Royal Leamington Spa Mind Map


		Example
Town Centre Offer (27)	Use of canal Not enough restaurants Mixed variety of size of retailer Range of hotel offers Empty buildings need utilising Need a department store Independents What about a weekly market	Especially in the South  We should use what we have Craft market
		Bath Street Congestion How this impact on planning Difference between North and South How will get into the town
Town Centre Management (23)	Lack of cohesive strategy Don't know how the BID fits in Town Centre Action Plan	What are the priorities and how do the link with these themes
Signage (19)	Signage for old town Royal Priors Difficulty for visitors	Don't know where it is
Car Parking (16)	No permits for small businesses More parking Re visit Parking charges Office workers pushed further out	Consider different ways to pay – making it easier for people
Public Space (13)	Retail space Open space Pedestrianisation Floral displays wonderful	Need larger units Give illusion of prosperity – brings people into town
Entertainment Venues (12)	Considerably under utilised	Lack of concerts Lack of publicity
Old Town (10)	Lots of potential Under developed Perception social issues contained in south of town	Would benefit the whole town
Perception (9)	Parking is an issue – but is it Lots of empty units – but are they	In 12 years never had any trouble parking More retailers came into town last year
Identity (9)	What sort of town do we want to be	Markets as attractions
		Industrial not just retail
		Not coming to Leamington

Table 2 Summary of Mind Map Voting by number

	Theme
27	Town Centre Offer
25	Access
23	Town Centre Management
19	Signage
16	Car Parking
13	Public Space
12	Entertainment venues
10	Old Town
9	Identity/Perception
6	Diversity
5	Out of Town/Circulation
4	BID

Table 4 Summary of Mind Map Voting by Sector and Theme

	Theme
7 N 5 P 7 IG 8 C	Town Centre Offer
7 N 9 IG 9 C	Access
3 N 6 P 6 IG 8 LG	Town Centre Management
8 N 4 IG 5 P 2 C	Signage
9 N 3 P 1 IG 3 C	Car Parking
4 P 5 N 2 C 2 IG	Public Space
4 N 3 P 3 C 2 IG	Entertainment venues
2 P 2 N 5 IG 1 LG	Old Town
4 N 3 P 2 IG	Perception
1 N 3 IG 1 P 4 C	Identity
1 P 1 N 1 IG 3 C	Diversity
3 N 1 P 1 C	Out of Town
4 N 1 IG	Circulation
2 IG 1 P 1 N	BID

Sector Codes

C = Commercial
 E = Entertainment and Leisure
 IR = Independent Retailers
 N = National Retailer
 P = Public Agency
 IG = Interest Groups

Appendix 6 Action Planning

Focus on the Future

Purpose

The participants were asked to zoom forward (in their minds) 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 Royal Leamington Spa Town Centre although all were presented as though they had already happened, for example, "Royal Leamington Spa 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.

Explaining the Tables

The six tables below show the responses to the six questions asked alongside the voting that took place. The voting column shows the total number of votes with the sector split in brackets.

Sector Codes

C = Commercial
E = Entertainment and Leisure
IR = Independent Retailers
N = National Retailer
P = Public Agency
IG = Interest Groups

Open Space Questions

Question 1

Royal Leamington Spa Town Centre attracts shoppers and visitors from a huge catchment area. What has changed to make this the case and who is responsible?	Voting
Redeveloped Ford site to accommodate the gateway fro train station	1 (1 C)
Improved bus/rail links and interchange	1 (1 IR)
Large retail has moved into south town area	
Economic development	1 (1 IG)
Imaginative development in old town	
Marketing and priority for the town regionally and nationally	
The creation of a canal basin at the bottom of town with bus stops and restaurants	6 (2 IG 1 C 1 P 1E 1N)
Manage retail mix of independents and BID company	2 (1 IG 1 N)
Retaining independent retail offer alongside multiples	4 (3 N 1 IG)
Proposed Chandos Street development	
Disagree the town has a large catchment but has not used this. Not progressive enough lost out to other towns and cities, more development and vision is needed.	
Marketing of the towns USP	
Better integration of local regional heritage for tourists and locals	
Make more of the fact that we are a Spa town	
Free weekly bus from other locations to show what we have to offer	
Free shuttle bus from station into town centre	
Cultural attractions	
Regular well attended community markets	
Promoting of offer and brand Leamington.	5 (4 N 1 C)

Question 2

Royal Leamington Spa 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?	Voting
Parade has been pedestrianised encouraging people to dwell in the town centre	4 (2 P 1 N 1 IG)
Pedestrian prioritization to allow access foe all in the town	2 (1 IG 1P)
20mph limit and speed bumps. No l/r turn has achieved the right balance of traffic not to difficult to cross road (pavement widened etc.)	4 (2 P 1 IG 1 E)
The town has become an example of carbon reduction which draws people here to learn and copy from our excellent environmental example	1 (1 P)
Mixed use re development	1 (1 N)
Reduced impact of traffic and better air quality	5 (2 P 2 IG 1 N)
Buildings and sustainable energy sources. Good insulation – quite clean	
Improved offer of restaurants, culture, retail, green spaces. Balancing of liveliness and relaxation. Clear picture of aims and priorities working in partnership to achieve this	6 (4 N 1 IG 1 C)
Representation of Spa town	
Lots of jobs	

Question 3

Royal Leamington Spa Town Centre has a booming economy. It is a place to invest in. How has this been achieved and by whom?	Voting
TCM and BID + COT + LA = Partnership WCC + WIP + DTBA	3 (2 IG 1 N)
By mixing retail, industry, community, green space, wildlife, entertainment. Achieved by the community transition towns	4 (2 P 1 IG 1 C)
Infrastructure for businesses and work/life balance (environment)	2 (1 IG 1 N)
Good transport links with rest of country	
Upskilling individuals filling skills gaps employers/education in partnership	
Improved retail floor space	1 (1 P)
Improved hotel accommodation	3 (1 P 2 N)
Town centre strategy – strategic developments and masterplans. TCM strategy and action plan. Positive involved TCM partnership. New businesses involved in partnership helping deliver projects	5 (1 P 2 IG 1 N 1 C)
Increase retail floor space	4 (2 P 2 N)
Better entertainment venues	1 (1 C)
John Lewis type anchor flagship store	9 (3 N 2 P 1 IG 3 C)
Promotion of Leamington as a visitor destination (joined up strategy for tourism)	1 (1 P)
Mix of retail industry, specialist industries, creative	
Leamington Lights	1 (1 IG)

Question 4

Royal Leamington Spa 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?	Voting
There are a few cars and there is cheap/free electric transport and cycles lanes everywhere	1 (1 IG)
More open space – town hall square, old town square	3 (2 IG 1 N)
Businesses and Local Authority working together in partnership. A partnership that has trust and understanding, new partners and businesses involved in the town	5 (3 IG 2 P)
Less gap between rich and poor, more equal opportunities	1 (1 N)
Green links through town	
Investment in the old town	6 (2 C 1 IG 2 P 1 E)
Improved access for public transport	
Town Centre Manager that understands and delivers the action plan for the town centre. Needs to do this with partners and realistic action plan	16 (6 N 6 C 3 IG 1 P)
Partnership working	2 (2 IG)
Care of people who abuse drugs and alcohol	
Batter links between old and new town	3 (1 C 1 IG 1 N)
Acceptance by WDC and County Council that we have a homeless problem	1 (1 IG)
Plan and show developments/masterplans drawn up – people aware and understand what is happening and its benefits	4 (1 IG 1 C 2 N)
Hostel that provides facilities for homeless to make changes in their lives	

Question 5

Transport and communications within Royal Leamington Spa town centre and between the rest of the country are excellent and public transport is well used. What has changed to bring this about?	Voting
Chiltern Line speed improvements	3 (2 C 1 IG)
Improved bus/rail connections at Leamington station and regionally and nationally. Greater bus priority measures at traffic congestion delay points	5 (2 N 4 C 1 P)
Park and ride	6 (1 IG 1 P 4 C)
Direct buses	
Improved pedestrian links to rail station	3 (2 P 1 C)
Increased car parking charges to discourage car use	1 (1 P)
Promotion and sustainable travel modes e.g. public transport, walking and cycling	4 (3 P 1 C)
Increase in petrol costs	
Shuttle vehicle around centre/rail station	1 (1C)
Proposed new housing development on Europa Way designed to exchange use of public transport/cycling i.e. priorities built in	
Transport has gone green	1 (1 IG)
Subsidised fares	
Pedestrianisation	3 (1 N 1 C 1 IG)
Local Authority/large employees have taken advantage of Government tax efficient annual bus pass schemes for employees	1 (1 C)
Publicity of ease of transport connections and towns diversity	5 (2 P 2 IG 1 C)

Question 6

Is there anything we have missed that you want us to flag up as part of the Royal Leamington Spa town centre ideal?	Voting
Introduce a ring and ride service	
Market as a national location and attraction	
Look at the sustainability of the town i.e. transition of town status to fair trade town	2 (2 P)
Sustainable transport provision – reduce use of cars	
Development of Regency Arcade – old Lee Longlands building	
Partners from town centre involved	
Co-ordination of the “culture” offer informing local residents and nationwide pride in Royal Leamington Spa culture through schools and colleges	2 (1 N 1 IG)
A revitalised TCP	1 (1 IG)
Out of box thinking on cars – people need transport	
Dismiss mankind’s influence on global warming as a myth	
Put town centre on Midlands tourist map to complete Stratford and Warwick coach part	
Loss of royal show	
Not become a clone town	3 (2 P 1 IG)
More support for RDA	
More hotels	
Culture and arts as part of regeneration	2 (1 IG 1 N)

Moving Forward

		Who & How
Town Centre Attracts Shopper	<p>Gateway Improvements Train Station Bus Station</p> <p>Canal Basin Developed into a marina</p> <p>Marketing as the place to shop and visit</p>	<p>WCC, BID, Tourism Routes to be improved Better communication and signage Shuttle buses around town funded by private investment</p> <p>Open space, retail, housing, restaurants and leisure</p> <p>Private development, AWM, Lottery heritage OTBA</p> <p>Unique offer, mix of retail, identity</p> <p>BID, tourism, individual businesses, BID for old town</p>
Physical environment	<p>Improved offer with retail, restaurants, parks and ambience</p> <p>Pedestrian priority addressing traffic and parking and reducing noise and congestion</p> <p>Beacon/identity as a Spa town</p> <p>Mixed use</p>	<p>Empty Lee Longlands building New national retailers Weekly market Business rates</p> <p>Improve green transport, promote our green spaces and use for bands etc.</p> <p>Promoted parkland and architecture Exploit "royal and spa" Knowledge of what we have</p> <p>Versatility and flexibility in usage More living and working in town centre Maintain heritage</p>
Economy	<p>Partnership</p> <p>Additional retail floor space and better use of existing facilities</p> <p>Coherent marketing</p>	<p>Retail, entertainment, WDC, WCC, LTC</p> <p>Business to business Business to customers</p>

	<p>Identifying potential development sites</p> <p>Strategy for south town</p> <p>Barriers Politics Funding Perception of Leamington Working against not with each other Floor space Chandos Street – no spaces currently Value retailers expanding</p> <p>Opportunities John Lewis type store Indoor market in Bedford Street Student population Chandos Street</p>	<p>Indoor market, Regency Arcade, Chandos Street</p>
<p>Health and Safety</p>	<p>Town Centre Partnership</p> <p>Working in partnership</p> <p>Invest in the old town</p> <p>Barriers Funding Existing businesses on site</p>	<p>Define strategy – prioritize actions Define vision Define role of TCM – what/by whom Measure results of activity – healthchecks etc. What are business expectations of TCP Relationship with BID Funding and sustainability</p> <p>Understanding roles Exchange of information Develop communication strategy Understanding needs – planning constraints Utilise skills – who are the experts</p> <p>Consider BID for Old town Opportunities for businesses to “buy in” to BID services Improve marketing for businesses and initiatives such as AEH Large scale re development</p> <p>Focus on the linkages</p>

	Master planning	
Transport	<p>Publicity and promotion</p> <p>Infrastructure and service improvements</p>	<p>SMS provision at bus stops Improved marketing of bus/rail and other sustainable modes via Warwickshire County Council and operators You are here maps to be provided at key points around town centre Further distribution of cycle maps Improved signage and information at station</p> <p>Feasibility and re routing bus services via station Ticketless travel via mobile technology Increased Chiltern high speed – making quicker travel Feasibility and virtual park and ride Overall inclusion of actions in LTP3</p>
Anything missed	<p>The brand Leamington – a tourist, leisure, culture and business destination</p> <p>Barriers Perception that Leamington is a shopping centre Not clear why individuals/businesses would come to Leamington Why don't people know there is more than retail in Leamington Lack of way finding</p> <p>Good ideas to market Closeness of residential to retail business Build on heritage and accessibility to area Needs to maintain the sub brand within the Warwickshire area</p>	<p>Need to consider SWOT analysis of what Leamington is I D Quick wins Where does it fit in with area Maximise what we've got Provision of facilities</p> <p>Who could give what Everybody owning the offer All people who work in Leamington to have awareness training Creation of guides pitched at different aspects Town centres fold out map Need a town champion pulls it together and drive it forward from a visitors perception Support from WDC Get all players together</p>

Appendix 7 Participants Evaluation

Did you find the event very useful, useful, not very useful?

Very useful	18
Useful	10
Not very useful	1

Did you think the event was about right, too short, too long?

About right	26
Too short	2
Too long	2

What was your overall impression of the event?

- Very good, more effort to ensure attendance though
- Very useful to understand the history and opportunities for Leamington
- Very well run
- Nice atmosphere. Generally productive & positive. Well organised and good timing discipline
- Good in general, thought provocative and quite inspiring
- Very well organised, enjoyable, informative and thought provoking
- Interesting. Good to understand the organisations involved in TCM & the roles they play
- Good networking event
- Positive and engaging and I hope the actions are taken on board and the stakeholders carry forward the work subsequent to the report
- Positive highlighted large and small issues
- As a new business I learned a lot and looking forward to action some of the plans
- Good, well organised
- Efficient and effective
- Informative
- Good. A good mix of public sector and private businesses attending
- I found the event informative and feel hopeful that some sort of action is going to be taken with the views we have given
- Excellent - really brought out the important issues
- Efficiently organised and well structured
- Reasonably efficient should have had an idea of participants interest in RLS
- Well organised went with a good mix of attendees
- Great

- It was a good starter and future events need to happen to keep momentum
- Very good
- Very good and professional
- Valuable in looking at Leamington's problems and future prospects
- Good cross section of participants
- Reasonably organised and delivered
- Unorganised, catering was poor and rude
- Another waste of time & money, loads of talk no action.

What did you find most useful/interesting?

- Open space and Mind Map
- Collecting ideas, seeing common threats that are agreed upon
- Everything
- Table discussions - group sessions less so
- Hearing the different opinions and objectives of delegates
- Looking back and into the future of Leamington
- Seeing the wide diversity of ideas
- Showed responses to questions
- Identifying the themes/issues on the mind map
- Last Session
- Learning about history and current issues
- Meeting others
- Brainstorming
- Town Future Development
- The opportunity to participate in mixed groups
- Very positive feedback from all participants with some great ideas for the future of Leamington Spa and becoming the "destination"
- Town centre development was most interesting for me to be able to see how Leamington is going to progress it's image for out of towners
- Mind mapping - group activity
- Networking and hearing other points of view
- 1st session but too many ideas to consider
- Last session developing actions
- Understanding views of the group
- Partnership working, perceptions
- Overview
- Action plans & Mind map
- Identify problems, searching for the solutions
- Meeting other retailers

Was there anything you would have liked more time on?

- No, well timed through-out
- Introductions, facilitated networking as it is clear that partnerships & relationships are critical

- Environmental impact and issues
- Last session
- Developing the mind map
- Mind Map
- I would like to have seen more about promotion and where it's going
- Mind Map
- Final section - conclusion and proposals
- Action plan development to make sure things happen as a result
- Way forward
- How actions will be carried out and by whom and when. TCP as it stands is not properly formulated
- TCP - why it's not working
- How to get action on improvements suggested also funding, more input from council bodies

Was there anything you would have liked to spend less time on?

- Buzz Groups
- Dots exercise, not sure it's as productive as it could of been
- Catering to parking needs
- Putting stickers on things
- Other parts were pitched about right
- Section 4 could have been a bit longer so that the group decision making process is made easier
- I think all the information was pretty useful and spent enough time on everything
- Overview of past history - could of been prepared and then added to
- Timeline activities

Any other comments?

- Green plans. Non-local food used for lunch - wheat based
- Good event
- Useful dialogue & information collected
- Thanks :)
- Excellent - Thank you
- Thank you

Appendix 8

Town Centre Partnership 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 Terms of Reference

Whilst there is no standard form of governing document appropriate to all types of partnership, a framework for a Terms of Reference 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
- 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.

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 processes and liabilities. The governance document may or may not have legal status.