Managing Town Centre Partnerships
A guide for practitioners
Foreword

In 2005 this Department published a guide on *how to manage town centres*, which explained why effective management of town centres is essential for enhancing and sustaining their vitality and viability, and highlighted the role of town centre partnerships in promoting the successful management of town and city centres.

Over the last three years we have seen an increased focus on devolving powers to local partnerships, empowering people to have a greater say in how local public services are delivered, and recognition of the role of locally-based management structures in focusing regeneration and renewal around the needs of communities and neighbourhoods.

More and more areas are using town centre management to bring about real change through coordinated and pro-active action. Communities and Local Government, and its predecessor departments, have provided practical support and policy guidance such as the *how to* series and Planning Policy Statement 6 on planning for town centres.

The Business and Town Centres project was commissioned to draw on the knowledge and experience of practitioners, and to highlight the benefits of business engagement and town centre partnerships. As a two year action learning project involving 21 town and city centres across England, it has shown how the development of more formal partnership arrangements enables a more strategic and robust management of local places, with the potential to make a much bigger contribution to enhancing our town centres.

This guide draws together the collective experience and knowledge of those 21 areas, and provides practitioners with a comprehensive step-by-step guide on how to go about developing sustainable town centre partnerships. It provides a model for partnership development in town centres, one that is valued by the business community, and is rooted in practical experience. It focuses on sustainability, and can be adapted to the needs of different areas – from market towns to cities and industrial areas.

We offer the guide as a contribution to the growing body of good practice in town centre management, and as a resource that will be of use to existing town centre practitioners, areas that want to strengthen existing partnership arrangements, and areas that want to explore the practicalities of town centre management for the first time.

The importance and relevance of town centre management to the challenges we face in improving the quality of our public spaces is clear. Here we present advice and tools that will enable more and better town centre management for the benefit of local businesses and communities alike.

Baroness Andrews OBE
Communities and Local Government
Acknowledgements

We would like to acknowledge the contribution of all Town and City Centre Partnership selected to be involved in the project: Broxtowe, Blackpool, Bristol, Chester, Colchester, Derby, Erdington, Grimsby, Havant, Lancaster, Melton Mowbray, Newcastle, Peckham, Redcar, Stockport, Taunton, Tottenham, Trafford, Wood Green, Worksop and the South Bank Employers Group who joined the project in May 2007.

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Chapter 1

Introduction

“Sustainable management of town and city centres depends on creating successful partnerships – both strategic and operational – to approach local issues with a shared vision”

ODPM (2005) How to Manage Town Centres

1.1 The benefits of town centre partnerships

The foundation and development of Town and City Centre Partnerships (TCP) is a recognised practice in many localities across England. Partnerships are created in response to complex and multifaceted problems that cannot be tackled effectively by an individual or single organisation; they therefore have the potential to deliver real benefits to town centres.

The following outlines the key benefits that a TCP can provide:

- create a forum to engage local stakeholders in discussion and collaboration
- shape and influence organisational agendas to develop a shared strategic approach to town centre development
- deliver baseline services and/or provide a channel for additional services and enhanced service delivery
- facilitate access to multiple funding and resource opportunities to enhance town centres
- in addition, a TCP can provide flexibility, innovation and additional financial and human capital resources to help solve problems, all of which are powerful incentives for organisations to work together to benefit the town centre, local communities and businesses.

1.2 Developing strong TCPs: a framework for this guide

The Business and Town Centres Project was commissioned by the Department for Communities and Local Government in March 2006. A two year programme of action learning, this focused on developing sustainable partnerships for the management of town and city centres. Twenty TCPs were selected to participate, including a range of small...
town centres and large city centres. The partnerships ranged from newly developed to well established organisations, providing a fertile environment for development and learning. The research was broadened significantly through the sustained involvement of other key stakeholders and experienced practitioners, cited throughout the guide.

The project highlighted that the capability and performance of TCPs varies significantly throughout the country. While there are many examples of good practice, some areas of weakness exist. These are typically in areas such as demonstrating added value, influence or good governance, all of which can be sources of risk to the effective management of town and city centres. Successful partnerships demonstrate accountability and have a sustainable basis on which to develop and improve.

From this learning evolved a framework for the development of partnerships. This framework is based on building the partnership around two key dimensions: the formality and the balance of public/private stakeholders. The formality is defined and developed through five key elements: targeted stakeholder engagement, an evidence based strategy and action plan, a performance management framework, clear governance arrangements and a robust financial management framework. These five key areas form the building blocks of this guide. Development across these areas makes it possible for TCPs to consolidate their role, expand their remit, react to the policy context and engage the public and the private sector.

This guide has been developed to provide practitioners a comprehensive and practical guide to the development of town centre partnerships. It consolidates and builds on the collective knowledge and experience of the town centre management community:

- it begins, in Chapter 2, by introducing three key contextual elements that are fundamental for any town centre partnership: the policy landscape affecting TCPs, the role that the TCP plays in the town centre and the way that the TCP balances representations from the private and the public sector. It also introduces the framework for the development of partnership formality
- it then provides detailed ‘how to …’ guidance around the five key areas of partnership formality, which need to be addressed by TCPs to develop their formality and sustainability. Figure 1.1 presents each of the areas of partnership development addressed through this guide.

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1 See Tool 1 for an outline of the project.

2 Formality in the context of this guide refers to the increased capacity and enhanced performance of town centre partnerships across each of the areas of partnership formality on Figure 1.1.
Figure 1.1 Five areas of partnership formality

<table>
<thead>
<tr>
<th>Area of partnership formality</th>
<th>Chapter number</th>
<th>Chapter in summary...</th>
</tr>
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<tr>
<td>Stakeholder Engagement</td>
<td>3</td>
<td>This chapter covers the degree of engagement with stakeholders and the maturity of the engagement processes. It will support you to engage stakeholders from the public, private and community sectors through analysing, planning, doing and reviewing your engagement activities.</td>
</tr>
<tr>
<td>Strategy and Action Planning</td>
<td>4</td>
<td>This chapter will support you in developing a strategy and performance management framework for your town centre. It provides a step-by-step approach to understanding the context, developing a vision, objectives and initiatives. It links strategy to performance through the development of performance measures and a reporting framework.</td>
</tr>
<tr>
<td>Performance Management</td>
<td>5</td>
<td>This chapter focuses specifically on the accountability structures and processes that govern the partnership. It will support you in setting up and allocating roles to each of the TCP’s basic structures, developing governance systems, choosing a partnership vehicle and managing change to allow for partnership development.</td>
</tr>
<tr>
<td>Governance and Delivery capacity</td>
<td>6</td>
<td>This chapter covers the extent to which the partnership has access to multiple funding sources and sound financial management systems. It provides a step-by-step approach to developing a funding strategy, building a mixed funding portfolio, making your partnership more fundable and implementing a financial management system.</td>
</tr>
</tbody>
</table>

1.3 How to use this guide

All areas of partnership development are equally important and interdependent; this means that to have a successful partnership in the long term, it is important to address each of the five areas of partnership development simultaneously and on an ongoing basis. This guidance has been developed for use by practitioners involved in setting up and developing Town Centre Partnerships. Readers are encouraged to use this guide as a tool for the ongoing development of TCPS, accessing the different chapters, case studies and tools to challenge current approaches and plot a development path for their partnership.
Chapter 2

Working in Partnership

At the end of this chapter, readers will know **how to:**

- clarify the role of a town centre partnership
- develop a business-led partnership that balances the interests and contributions of the public, private and community sectors
- clarify the formality of a partnership around five key dimensions including stakeholder engagement, strategy and performance management, governance and sustainable funding
- map a path for the development of a TCP
- prepare to take advantage of the shifting policy landscape.

2.1 Introduction

This chapter introduces some of the fundamental issues which shape the development of town centre partnerships. In particular, it provides a framework to assess the current state of a TCP and plan its future development across four areas:

1. The partnership’s **role** in the town centre

   A TCP which is clear about its role in the town centre can develop clear action-oriented relationships with key individuals and organisations that influence the town centre

2. The partnership’s **public-private** balance

   Developing partnerships which are business-led and maintain a balance with the public sector increases the chances of identifying and addressing the key issues facing the town centre

3. The partnership’s degree of **formality**

   A TCP that develops its formality is better equipped to mitigate risks, take advantage of opportunities (eg funding) and achieve sustainable impacts in the town centre
4. The key **policy** issues shaping the future of town centre management

The national policy context is constantly changing and presenting TCPs with new strategic issues to consider. The TCPs which are aware of this context have more potential to translate issues into opportunities.

**Figure 2.1 What role should TCPs play in their town centres?**

- bring together the different organisations and agendas that are relevant for the town centre’s success and lead the development of an agreed town centre strategy
- steer and guide decision-making to support baseline services enhancement
- negotiate agreements to deliver baseline services when it is best placed to do so
- envision and deliver additional services in the town centre
- facilitate synergies and coordination between existing organisations working for the town centre, rather than compete with other bodies, to bring additionality and foster economies of scale; and
- develop business-led partnerships that work in the interests of the whole community, rather than just one group (eg not just business interests).

*Source: BTCP consultation*

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2.2 Understanding the partnership’s role in the town centre

The role of a partnership can be split into two main areas:

- **partnership landscape**: a partnership’s role in relation to other organisations and initiatives that have an impact or influence in the town centre
- **partnership remit**: a partnership’s focus and level of impact within a variety of traditional areas for town centre partnerships.

**The partnership landscape**

Various organisations and initiatives influence, to different degrees, in the management and progress of town centres. In some cases, there may be duplication in the work that some organisations or initiatives perform (eg publishing a traders’ directory). In terms of a strategic approach to town centre management, competition between these organisations is not generally helpful. The TCP should aim to avoid these overlaps by engaging with all parties that influence Town Centre Management (TCM) and agreeing the strategic way forward.

A key role of TCPs is to provide a vehicle through which the town centre can be managed; this might, for example, include coordinating local partners’ responses to a specific issue.
In order to coordinate this effectively, the partnership landscape needs to be assessed and understood. The assessment should include your own organisation and should cover the following:

- organisations and initiatives that are operating in the town centre
- their roles and drivers; and
- the interaction between these organisations.

The following section provides a basic approach for understanding the partnership’s landscape. It involves identifying key organisations operating in the town centre, understanding what services they provide and then considering how the TCP can add value within this context. This is summarised as:

1. Identification
2. Analysis

**Identification**
The first step is to identify the organisations or initiatives that deliver key services, or have a strategic influence on town or city centre management. Figure 2.2 illustrates the Beeston Town Centre Partnership landscape. In addition, see Tool 2 for a full list of the most commonly-occurring organisations and stakeholders in the partnership landscape.

**Figure 2.2 Beeston Town Centre Partnership landscape**
Analysis
The second step is to analyse the roles of the various organisations identified and how they link with one another. This process may involve reviewing documentation and/or discussions with key people to gain an understanding of their strategic drivers, objectives, plans, membership and relationships with others. Figure 2.3 provides a structure for the analysis and includes an example from Beeston Town Centre Partnership.

**Figure 2.3 Partnership landscape analysis table**

<table>
<thead>
<tr>
<th>Organisation/Initiative</th>
<th>Role/objectives for the town centre</th>
<th>Performance indicators</th>
<th>Resources/membership</th>
<th>Our current contacts/relationship</th>
<th>Link with other organisations</th>
</tr>
</thead>
</table>
| Example: Chamber of trade | • Improve trader performance  
• Represent retail sector | • Retailer quality and quantity  
• Footfall counts (various locations) | • 150 Town centre retail shop owners  
• Members pay £100 fee pa | • CEO is a member of the TCP | • Are part of the LSP |
| Example: LSP             | • Improve economic viability of the town  
• Foot-fall number of start-up businesses | • New businesses in town centre | • TCP board members attend some LSP forums to report of activity |  |
| Example: Police          | • Improve safety and security in the town centre  
• Number of incidents of crime in the town centre | • Police representative for town centre | • Police Inspector on board of TCP | • Wider safety initiatives |

Self-assessment and Action
The final step is to understand the potential role for the partnership within the context of the broader landscape. The following table provides five potential areas to consider, these are described in Figure 2.4.
### Figure 2.4 Self-assessment and Action table

<table>
<thead>
<tr>
<th>Issue</th>
<th>Our current contacts/relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Additionality</strong></td>
<td>How does the TCP add value to the town centre, either by delivering services no-one else is delivering or delivering already existing services more effectively?</td>
</tr>
<tr>
<td><strong>Formulation</strong></td>
<td>Which of the organisations in the landscape need to come together to develop a credible and effective TCP?</td>
</tr>
<tr>
<td><strong>Synergies</strong></td>
<td>Which organisations and initiatives have similar objectives where collaboration could deliver with greater efficiency and impact?</td>
</tr>
<tr>
<td><strong>Strategy</strong></td>
<td>What overarching strategies for the town centre have already been established? Do these conflict with the partnership’s strategy, or can the partnership influence or set the overarching strategy?</td>
</tr>
<tr>
<td><strong>Influence</strong></td>
<td>Which key organisations, individuals and decision-makers does the partnership need to engage with or influence?</td>
</tr>
</tbody>
</table>

By using this knowledge, it is possible to identify the appropriate role for the TCP within the landscape and to clarify relationships that need to be built and developed to ensure an effective outcome for the town centre.

Readers may wish to look at Chapter 3 for further guidance on how to engage stakeholders, or at Chapter 5, which discusses how to involve key partners in the governance of a partnership.

### The partnership’s remit

In order to determine a partnership’s remit, the following two questions should be considered:

1. What is the partnership’s current sphere of activity? (ie what does the partnership undertake on an ongoing basis that adds value to the town centre?)

2. What is the impact of the partnership in each of these spheres? (this is usually linked to the scope of the partnership operations and the measures of impact that it uses).

### Identifying the sphere of activity

Our experience of the 20 pilot areas, tested more broadly through consultation with other experienced practitioners has indicated that TCPs operate across three main spheres of activity:

- influencing town centre strategy
- leading town centre strategy; and
- delivering services for the town centre.
The three activities are not mutually exclusive and TCPs may focus on just one, or any combination (as shown in Figure 2.5). It is through these activities that a TCP is able to develop initiatives and actions to add value in town and city centres.

**Figure 2.5 Common town and city centre partnership remits**

![Common town and city centre partnership remits diagram](source: BTCP consultation)

The majority of TCPs tend to focus on influencing the strategies and organisational agendas that have an impact on the town or city centre. Many also deliver basic services such as festive lighting or town and city centre events. However, most aspire to play a more strategic leadership role in town centres by working with partners to establish a town and city centre strategy. Figure 2.6 includes examples of tasks that a TCP would perform for each of the different activities.
### Figure 2.6 Example activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Example tasks</th>
</tr>
</thead>
</table>
| **Influencing strategy**      | • influencing opinion through public media or stakeholder engagement events  
                                 | • having decision-makers on the board  
                                 | • shaping strategies of organisations in the partnership landscape  
                                 | • being consulted by other organisations (e.g., local authority on regeneration for the town centre)  
                                 | • influencing planning decisions in the town centre.  |
| **Leading strategy**          | • developing a strategy for the town centre (full or partial)  
                                 | • envisioning and defining services to be delivered  
                                 | • guiding/informing the strategies of other organisations/initiatives in the partnership landscape.  |
| **Service and Project Delivery** | • delivering baseline services (e.g., managing cleaning services)  
                                 | • delivering basic projects and services (e.g., Christmas lights, markets, events, CCTV)  
                                 | • delivering advanced projects and services (e.g., economic development, promotion and tourism)  |

Source: BTCP consultation

### Identifying the impact of the partnership

**Figure 2.7 Examples of partnerships expanding their remit**

A number of town and city centre partnerships are starting to expand their remits to address more advanced services. Reading UK CIC, the long-established town centre partnership, is acting as Delivery Partner for the 2020 (Local Strategic) Partnership, to promote and sustain the economic development of Reading. Similarly, town centre partnerships in Worcestershire and Cambridge have taken responsibility for tourism promotion.

The impact that partnerships achieve varies considerably despite similarities in the remits that they undertake.

In general, an **influencing strategy** role is a ‘default’ role for TCPs which aim to influence the agendas of different stakeholders through various engagement processes. Different partnerships, however, may influence stakeholders to different degrees, and hence are operating with varying levels of impact. A basic example of ‘influencing strategy’ would be attending a reporting meeting of the police and expressing the partnership’s opinion,
a more advanced partnership would have established a solid relationship with police decision-makers and are likely to have the local chief of police sitting on the board of the partnership and using it as a forum for decision-making.

In most cases, a leading strategy role for town and city centres remains the role of the local authority. TCPs require a high level of maturity and formality, as well as support from the public sector to play a leading role in establishing strategy – this is particularly crucial for business-led partnerships. Playing a strategy-setting role does not necessarily mean that a TCP will set the overarching strategy for the whole town centre and that all other organisations and initiatives should be reporting to it. It is important, however, that the TCP is able to take decisions for some of the issues of relevance in the town centre (eg safety or business growth) and receive the support of and recognition from other bodies, particularly the local authority.

Many TCPs undertake a number of tasks in service and project delivery such as festive lighting, markets and other street events; whilst these add value to the town or city centre, they are often ad hoc rather than aligned to the overall vision and objectives of the town centre. More advanced approaches to ensure maximum impact include:

- developing an evidence-base to identify service improvement and project needs in the town centre (eg using business surveys, benchmarking and published data)
- aligning services and projects to the town centre strategy or other strategies shaping the town centre (eg Local Area Agreements)
- leveraging business contributions to deliver additional service levels for the town centre (eg introduction of a BID, membership systems)
- using alternative vehicles such as subcontractors to increase service delivery efficiency
- developing service-level agreements with the local authority to deliver services on their behalf
- partnering to exploit synergies and provide additionality (eg publish town centre newsletter jointly with Chamber of Trade).

See Tool 3 for a tool that enables self-assessment of a partnership’s degree of impact.
Chester City Centre Management undertook a review of its organisation and work in late 2007. City Centre retailers and businesses were among those who took part in the review work. One of the key conclusions of the review was that the City Centre Management Partnership was trying to do too many things in maintaining, developing and promoting the city centre. Its scope was so broad that it was not having sufficient impact in its areas of work.

Businesses and retailers expressed a preference for the City Centre Management Partnership to focus its efforts on the ongoing, week by week services to maintain the City Centre’s attractiveness (eg street cleaning and signage). A separate group was being formed to take forward major development possibilities in the City Centre, and plans are being made for the two to work together.

### 2.3 Understanding the partnership’s public-private balance

Established partnerships will generally aim to obtain a balance of public, private and community representatives in their membership and governance structures. This section provides guidance in determining the ideal balance of public and private sectors within a TCP.

**Why is a public-private balance important in TCPs?**

TCPs are initially driven by either the local authority or business, and during the early stages of a partnership it is not unusual for one sector to take the leading role. Ongoing dominance in the partnership by either the public or private sector is generally not advisable for the following reasons:

- A partnership dominated by the public sector may be seen as lacking engagement and understanding of business needs.
- A partnership made up only by the private sector could lack the resources, credibility, understanding and mechanisms to deliver desired services.

A partnership should therefore aim to represent the broad variety of interests in the town centre, public and private. Co-opting representation from a broad range of backgrounds provides the experience necessary to deliver the Partnership’s strategy and action plan.
The benefits of a business-led TCP

**Figure 2.9  Support for a business-led partnership**

“The governing body of a partnership has to be business-led and the chair should ideally be someone identifiable, a leader of the local business community”

Delegate at BTCP's launch event

Full engagement of key business representatives and full participation in the TCP is critical because:

- town and city centres are predominantly composed of businesses; therefore public services delivered in a town or city centre mainly affect business performance
- given the critical role of economic growth in the sustainability and vibrancy of town and city centres, business growth is essential for their success
- business growth can in some cases increase revenue for local authorities which ideally leads to improvements in local town services
- businesses find it easier to engage with other businesses and therefore, in many instances, are the only way of achieving full engagement from the private sector.

**The role of the public sector in business-led partnerships**

The public sector has much to gain from supporting business-led partnerships. Effective engagement with business can help to:

- understand better business needs in order to support the prosperity of the town centre
- raise extra resources for service enhancement
- find delivery mechanisms which help the public sector to deliver services more efficiently and effectively and achieve public service targets
- develop new accountability mechanisms and communication tools with town centre stakeholders (particularly related to political activity).

Nevertheless, business-led partnerships require active support from the public sector in order to succeed. Indeed many successful business-led partnerships were initiated by the public sector. The public sector needs to make a conscious decision that it is willing to fully support the partnership by:

- providing resources (eg paying for TCM time to deliver partnership initiatives)
- delegating responsibilities (eg supporting it as a forum for strategy setting and/or service provision); and
- playing a non-dominant but active role in the governance of the partnership (eg many partnerships have officers and/or politicians on their boards and work closely with different council departments in service and project delivery).
A number of partnerships have developed creative ways of being business-led while maintaining effective engagement with the public sector. For instance, some partnerships have developed special advisory groups made up of senior public sector representatives that feed into a business-led partnership board. This will be discussed in more detail in Chapter 5 (Governance).

**Assessing the partnership’s degree of business leadership**

The set of questions listed in Figure 2.9 can help with assessments of the degree of business leadership in a partnership – the greater the number of positive responses, the greater the level of business leadership that exists in the partnership.

**Figure 2.10  Self-assessment questions to determine a partnership’s degree of business leadership**

<table>
<thead>
<tr>
<th>Questions</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>• are there more private sector board directors than directors from other sectors?</td>
<td></td>
<td></td>
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<tr>
<td>• were the private sector members involved in the development of the partnership’s strategy; do they take full ownership of it, and accept accountability for the partnership’s performance?</td>
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</tr>
<tr>
<td>• will the private sector TCP directors and members happily invest time and resources in the partnership and take an active role in implementing the partnership’s action plan?</td>
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<td></td>
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<tr>
<td>• Are the business representatives more than public sector consultees (ie. are public and private sector representatives open to be influenced by each other and take decisions together on matters affecting the town centre)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• do public sector officials actively promote and support a business-led partnership?</td>
<td></td>
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</tbody>
</table>
2.4 Understanding the partnership’s formality

The five areas of partnership formality were introduced in Chapter 1; they form the building blocks of this guide. Development across these areas makes it possible for TCPs to consolidate their role, expand their remit, react to the policy context and engage the public and the private sector.

Figure 2.11 provides a continuum for development across each of the five areas (i.e. Developing, Established or Advanced). Although all areas are highly dependent on each other, TCPs would be at different levels of development in each and should aim to enhance the degree of formality across all the five areas over time. Typically, a partnership with a high degree of formality has well-established stakeholder relations, a clear strategy and a framework to track performance, robust governance arrangements and sustainable funding sources. The more developed a TCP, the more likely it is to mitigate risks and increase its impact on the management and development of the town centre.

All TCPs can improve their degree of formality. However, the input required to achieve this should not be underestimated.

Tool 4 contains an example of a self-assessment completed by Erdington Town Centre Partnership in December 2007. It also provides a template for recording an assessment of the formality of a TCP.
Figure 2.11 Key areas of partnership development

1. Stakeholder engagement
- Stakeholder relationships forming/immature
- Unorganised engagement approach and no stakeholder engagement plan
- Lack of understanding of key stakeholders (identity and requirements from the TCP)
- Public-private imbalance
- Low profile of the partnership
- Poor attendance at partnership meetings

Advanced
- Stakeholder engagement plan implemented
- Engagement of some key and wider stakeholders
- Support from stakeholders for the partnership
- Good attendance at some partnership meetings
- Stakeholder engagement plan drafted and implemented in parts
- Detailed stakeholder engagement plan implemented and reviewed on a regular basis
- Business leadership and full support from public sector
- Well defined stakeholder relationships in and out of town
- High partnership membership and attendance at meetings
- Stakeholders understand and promote the benefits of the TCP to others and allow the partnership to represent them
- Stakeholders prepared to invest time/resources

Established
- Full time TCM and working task forces
- Functional board made up of some key stakeholders in the town centre
- Agreed partnership terms of reference
- Some accountability mechanisms
- Some links to the partnership landscape
- Partnership vehicle in operation
- Enhanced delivery capacity for projects and services in the town centre
- TCMs work is dominated by ad-hoc repetitive activities
- Limited remit and delivery obligations
- Little strategic influence
- Developing understanding of town centre context
- TCPs work is guided by a vision, strategic objectives and an action plan to achieve these
- Focus on strategy implementation rather than development
- Expanding strategy influencing and delivery roles
- TCPs work is reflected in strategic plans affecting the town centre (eg LAA, regeneration)
- Balance between strategic influencing, development and delivery/operational roles
- Full-time TCM and working task forces
- Full time board made up of some key stakeholders in the town centre
- Agreed partnership terms of reference
- Some accountability mechanisms
- Some links to the partnership landscape
- Partnership vehicle in operation
- Leads the development of an agreed town centre vision, strategy and action plan involving all key partners
- T.C Strategy reflects linkage with other strategies and analysis of the towns social-economic and policy landscape
- The TCP influences the development of strategies and plans affecting the town centre (eg LAA, regeneration)
- Some measures and targets to track performance of the TCP developed
- Regular monitoring and tracking of progress is done
- Performance monitoring results are presented mainly to the board and to membership meetings
- Holistic view of performance across the TCP is developed (making it easy to demonstrate the TCPs value)
- All strategic objectives have attached appropriate measures and targets
- Information for all measures is collectable, comparable to a baseline and tracked by a responsible
- Linkage to LAA performance measures
- Periodic reporting to board, partners and membership
- Expenditure is dominated by one off projects and includes also core costs and a reduced number of long term commitments
- Expenditure is linked to strategic objectives
- TCP has 2-3 sources of funding
- Materials being developed to attract funders
- Basic financial management arrangements in place
- Achieved a critical mass of activity with long term funding and expenditure in core costs are less than projects costs
- Multiple sources of income, including commercial activity
- Future growth dependent on investment form external source to expand core activities
- The TCP has robust financial management arrangements, a funding strategy and can demonstrate value to funders and take advantage of new funding opportunities

Degree of formality
2.5 Bringing formality and public-private balance together

Figure 2.12 presents a simple way of characterising a town or city centre partnership in relation to its degree of formality and its public/private balance. It has four quadrants:

- **Informal/Public**: A partnership with relatively informal systems and processes that is managed by the public sector. An example of a partnership in this quadrant would be an informal consultative group used by a local authority to gather business and resident feedback on key town centre issues.

- **Informal/Private**: A partnership with relatively informal systems and processes that is managed by the private sector. An example of a partnership in this quadrant would be an informal business group that wants to focus on lobbying the public sector for service enhancements.

- **Formal/Public**: A partnership with well-developed strategy, systems and processes that is led by the public sector. An example of a partnership in this quadrant is an arms-length delivery body of town centre management services which may involve or consult public sector partners.

- **Formal/Private**: A partnership with well-developed strategy, systems and processes that is led by the private sector. This could include the option for a private sector TCM body related through an unincorporated partnership structure with statutory authorities.

**Figure 2.12 Partnership classification matrix**

![Partnership Classification Matrix](image)

*Source: AGORA Project*
From the analysis of a TCP carried out in section 2.3 (public-private balance) and section 2.4 (formality), it is possible to allocate a TCP to one of the quadrants in Figure 2.12. It is the more dominant characteristic that should be used in the definition. Similarly, a TCP may have a mixture of public and private sector representatives – again the most dominant should be determined using Figure 2.12.

**Tool 5** plots the position of all areas involved in the BTCP. The majority of partnerships were operating in the informal/public quadrant, five partnerships were operating in the private/formal quadrant and two in the informal/private. There were no examples within the project of public/formal organisations.

TCPs should aim to move towards a higher degree of formality and business leadership as previously discussed, represented by the top right-hand quadrant in Figure 2.12. Figure 2.13 suggests some of the actions that may be considered when moving to the ‘formal-private’ quadrant from the other three quadrants.
### Figure 2.13 Moving to the formal/private quadrant

<table>
<thead>
<tr>
<th>Quadrant</th>
<th>Activity Example</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Informal/private</strong></td>
<td>• aim to develop the degree of formality of the TCP and to increase the level of trust in the partnership  &lt;br&gt; • ensure that the most important businesses in the town and the most dynamic community leaders are represented on the TCP board  &lt;br&gt; • increase awareness of the partnership landscape and develop relationships with key players  &lt;br&gt; • engage the local authority and other key public sector bodies at the highest level and obtain clear support for a business-led partnership  &lt;br&gt; • build relationships with the public sector and bring key decision-makers onto the board or create an advisory panel  &lt;br&gt; • create formal communication and reporting procedures with the public sector delivery agencies and decision-makers.</td>
</tr>
<tr>
<td><strong>Informal/public</strong></td>
<td>• engage the local authority and other key public sector bodies at the highest level and obtain clear support for a business-led partnership  &lt;br&gt; • transform the partnership board to a business-led one  &lt;br&gt; • maintain relationships with public sector bodies and ensure that they are consulted with  &lt;br&gt; • aim to develop the degree of formality of the TCP and to increase the level of trust in the partnership  &lt;br&gt; • ensure that the most important businesses in the town and the most dynamic community leaders are represented on the TCP board  &lt;br&gt; • increase awareness of partnership landscape and develop relationships with key players  &lt;br&gt; • create formal communication and reporting procedures with the public sector delivery agencies and decision-makers.</td>
</tr>
<tr>
<td><strong>Formal/Public</strong></td>
<td>• engage local authority and other key public sector bodies at the highest level and get clear support for business-led partnership  &lt;br&gt; • transform the partnership board to a business-led one  &lt;br&gt; • maintain relationships with the public sector and ensure that they are consulted with  &lt;br&gt; • ensure that the most important businesses in the town and the dynamic community leaders are represented on the TCP board  &lt;br&gt; • create formal communication and reporting procedures with the public sector delivery agencies and decision-makers.</td>
</tr>
</tbody>
</table>
2.6 Understanding the changing policy context for TCPs

The policy landscape in which TCPs operate is evolving constantly. However, in recent years there has been a clear direction of travel towards greater devolution from the centre to local partnerships, empowering people to have more say in how local public services are delivered, reinvigorating the economic performance of towns and city centres, and working more effectively with business to better support business growth.

At the local authority level, Local Strategic Partnerships (LSPs) provide the key forum for connecting public, private, voluntary and community involvement in the locality, providing a single overarching local framework for joining up local planning and service delivery. In particular, they coordinate the delivery of national and local improvement targets set out in the Local Area Agreement (LAA).

Within that overall policy context it is clear that there is an increasing focus on the role of local leadership and partnerships in creating good quality, sustainable places where people want to live and work (see Figure 2.14).
Whilst specific policies will continue to develop, the following documents establish the key building blocks within which TCPs now operate:

**The Local Government White Paper (Communities and Local Government, 2006)** states that “communities need strategic leadership to help bring together local partners to improve the services citizens receive and the local quality of life… We want people to be given more control over their lives; consulted and involved in running services; informed about the quality of services in their areas; and enabled to call local agencies to account if services fail to meet their needs”.

**The Empowerment White Paper (Communities and Local Government, July 2008)** aims to deliver a fundamental shift in power, influence and responsibility into the hands of communities and citizens.

**The Sub-National Economic Development and Regeneration Review (SNR)** published by HMT, BERR and CLG has as one of its principles to “enable all places to meet their potential through greater freedoms and flexibilities” and pushes for greater local authority responsibility for their own area’s economic development.

**Transforming places; changing lives. A framework for regeneration (Communities and Local Government, July 2008)** aims to ensure that investment targets the right areas and the right economic challenges, ensuring that decisions are made as locally as possible, building in the views of communities. It aims to improve economic performance, and rates of work and enterprise in deprived areas, to create sustainable places where people want to live and can work, and businesses want to invest.

These documents set out a wide range of new policy proposals, many of which are still being developed and tested, that are likely to present both opportunities and challenges for TCPs. What is clear is that TCPs will be better able to take advantage of these opportunities, and respond to the challenges, if they can demonstrate strong partnership working arrangements, knowledge of their town centre, and capacity to think strategically without losing sight of operational delivery.

It is important that TCPs understand the implications that emerging policies may have for their operations. Figure 2.15 below summarises some of the actions to be considered by TCPs when planning their future development across the five formality areas. These actions are discussed in more detail in the corresponding chapters.
### Figure 2.15 Actions to be considered by TCPs in response to changing policy context

<table>
<thead>
<tr>
<th>Stakeholder Engagement</th>
<th>Strategy Development</th>
<th>Performance Management</th>
<th>Governance &amp; Delivery Capacity</th>
<th>Funding &amp; Financial Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>analysing the local LSP as part of the TCP’s stakeholder engagement planning</td>
<td>envisioning the role that the TCP wants to play in the town centre, linking to uncommon areas such as planning, regeneration and economic development</td>
<td>developing jointly-owned performance measures with the LAA</td>
<td>becoming a partner of the LSP (eg member of TCP as part of an LSP task force)</td>
<td>diversifying funding sources (decrease reliance on BIDs)</td>
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<tr>
<td>establishing stakeholder relationships with LSP partners and local authority decision-makers</td>
<td>understanding the town centre socio-economic and policy context to become a trusted consultee/advisor on issues affecting it</td>
<td>sharing town centre baseline and performance data with the LSP and the Local Authority</td>
<td>playing a ‘client role’ for local services – using the representative voice of TCP to influence how services are commissioned and held to account</td>
<td>developing plans which are evidenced-based and agreed with key town centre stakeholders to increase funding prospects</td>
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<tr>
<td>engaging with a variety of stakeholders in the town centre and positioning TCP as the voice of stakeholders for the town centre (eg key consultee for areas such as planning, transport, infrastructure etc)</td>
<td>supporting the development of the Sustainable Communities Strategy (SCS) and LAA in issues relating to the town</td>
<td>demonstrating value-add of the partnership through measuring performance and reporting it to key stakeholders (eg local authority, businesses, citizens, LSP)</td>
<td>assessing the development of Service Level Agreements (SLAs) with the local authority to raise funding for town centre management initiatives</td>
<td>assessing the development of and models to manage devolved services</td>
</tr>
<tr>
<td>looking for creative ways to engage with business in place-shaping (eg TCP as a coordinating mechanism to channel business resources into regeneration and service improvement)</td>
<td>demonstrating how the Town Centre Strategy supports delivery of the SCS and LAA</td>
<td>building capacity to be able to take new roles to increase the TCP’s impact on the town centre</td>
<td>leveraging the town centre assets to generate commercial income (including management and ownership of local assets);</td>
<td>learning from funding/delivery models to leverage business contribution to place-shaping (eg Planning Charge)</td>
</tr>
<tr>
<td>creating alliances with other TCPs in local area to support delivery of shared objectives</td>
<td>assessing the possibility of developing a Neighbourhood Charter for the town centre and its surroundings and facilitating its development</td>
<td>influencing LA in the development of bye-laws and the management of bus services to achieve the town centre’s strategic objectives</td>
<td>positioning the TCP as a route for communicating with business</td>
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</table>
2.7 Planning the partnership’s development

Fulfilling a vision for the future of a partnership is not a quick and simple process; detailed planning and effective implementation are required to facilitate change. The change process should be addressed on a step-by-step basis that gradually transforms the partnership. Some of the key elements in planning a partnership’s development include:

- defining a realistic date for realisation of the partnership’s future vision (typically two to five years)
- working backward from the realisation date identifying key objectives for the next one to two years, therefore prioritising short-term changes whilst maintaining a longer-term vision; and
- maintaining momentum, the ongoing tasks of the partnerships should not be postponed or suspended as a result of progressing work to develop the formality of the partnership.

**Tool 6** provides a roadmap to assist in the planning of partnership development objectives en route to achieving a future partnership’s vision. This example uses three years, but it could be tailored to address the requirements of each individual partnership.

2.8 Where to go from here?

This chapter has provided a framework for developing a Town or City Centre Partnership. It provides a mechanism for clarifying a TCP’s remit within the broader landscape. It also provides a framework for developing a partnership into a business-led, formal organisation that is adding value to the town centre. The next chapters discuss in detail how a partnership can increase its formality in each of the five key areas of partnership development.
Chapter 2 Major Learning Points

- A TCP which is clear about its role in the town centre can develop clear action-oriented relationships with other bodies that influence the town centre.

- Developing partnerships which are business-led and maintain a balance with the public sector increase the chances of identifying and addressing the key issues facing the town centre.

- A TCP that develops its formality is better equipped to mitigate risks, take advantage of opportunities (e.g., funding) and achieve sustainable impacts in the town centre.

- Typically, a partnership with a high degree of formality has well established stakeholder relations, a clear strategy and a framework to track performance, robust governance arrangements and sustainable funding sources.

- The national policy context is constantly changing and presenting TCPs with new strategic issues to consider. The TCPs which are aware of this context have a higher probability to translate issues into opportunities.
Chapter 3

Stakeholder Engagement

At the end of this chapter you will know how to...

- Build commitment and spread ownership among stakeholders by clearly defining how they can become involved and help shape what happens in their town centre
- Apply a four step stakeholder engagement model to respond to the most powerful motives, incentives and levers necessary to harness stakeholders’ support
- Identify key stakeholders from the private, public and community sectors
- Draw on a network of influencers to draw more broadly than the immediate team or among the ‘usual suspects’
- Analyse stakeholders in terms of their level of influence and support in order to prioritise investment
- Build engagement strategies based on the analysis that is focused on involving, managing, acknowledging or monitoring various stakeholder groups
- Apply a model to the engagement with individual stakeholders ensuring that awareness and understanding are built, action is achieved and reinforced and the process is reviewed
- Develop a detailed engagement plan to guide all stakeholder engagement work, and ensure this is monitored and supported.

3.1 Introduction

What is stakeholder engagement and why is it important?

Stakeholders are the people and groups affected by a town centre partnership OR those that can affect a partnership and its chances of success. Stakeholder engagement is the social process by which stakeholders become personally involved in the success of the partnership.

Good stakeholder engagement is a process which understands and responds to the most powerful motives, incentives and levers necessary to harness stakeholders’ support. There is a need to build commitment and spread ownership within the partnership among stakeholders by clearly defining how they can become involved and help shape what happens, as well as identifying ‘what’s in it for me?’ It should be remembered that stakeholder engagement is not just a straightforward transmission to stakeholders – it is a two-way process in which they have a say.
**What is the challenge for town centre managers?**
The main challenge for town centre managers is to mobilise those people that can influence the town centre’s agenda and, therefore, maximise stakeholder support for it. This is not always straightforward, because:

- stakeholders regularly change
- there may be longstanding issues to work around; for example, some stakeholders may mistrust other stakeholders in the partnership
- stakeholders may not immediately see the benefits of engaging in the initiative
- stakeholders may not be willing to invest time or their resources
- messages may not be ‘hitting the mark’ – potential stakeholders may not even know the TCP exists or may misunderstand what it is trying to achieve
- although a partnership has been created, some stakeholders may be more motivated than others
- more funding is needed, but there not be enough leverage to obtain it
- existing networks may not allow access to influential and supportive partners. They may view what is being done as ‘competitive’ and block access to other people; and
- the town centre manager may not be sufficiently senior or well-known to establish credibility.

Overall it is a dynamic and iterative process, as well as being a personal and emotional journey. There are many agendas at play and although there are useful guides, approaches and processes that can help secure positive stakeholder engagement, it is definitely not a case of ‘one size fits all’.

**What outcome is being targeted?**
Positive engagement by stakeholders means that they will:

- accept and acknowledge there is a partnership
- give money, time or resource towards the project
- publicly support the partnership, positively and in their own words
- help plan, review and refine activities based on their knowledge
- listen to the TCM and others in the partnership
- agree to try something different, or to do something differently; and
- feel that they, too, own what is happening.
The purpose and framework of this chapter

This chapter follows a simple four-step process for achieving successful stakeholder engagement. The process, illustrated below, involves identifying key stakeholders, analysing their support and influence for the partnership, developing and implementing a plan to maximise their support and leverage their influence and, finally, remembering to continually review and refocus effort.

This process was used by a number of areas within the project as a tool for challenging their current stakeholder engagement activity. In many cases there surfaced the need for broader engagement and it helped to provide a more structured and planned approach to bringing key stakeholders on board.

Figure 3.1 Stakeholder engagement process

Before you start – understanding your level of formality

Use Figure 3.2 to identify which stage of development best describes the partnership. This will help, when navigating this chapter, to clarify the partnership’s development needs and its objectives.
### Figure 3.2 Stakeholder engagement formality stages

<table>
<thead>
<tr>
<th>Immature</th>
<th>Established</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>• stakeholder relationships evolving or immature</td>
<td>• engagement of some key and wider stakeholders</td>
<td>• business leadership and full support from public sector</td>
</tr>
<tr>
<td>• unorganised engagement approach and no stakeholder engagement plan</td>
<td>• some stakeholders prepared to invest time/resources</td>
<td>• well-defined stakeholder relationships/high partnership profile</td>
</tr>
<tr>
<td>• lack of understanding both of the key stakeholders and of their motivations/requirements from the TCP</td>
<td>• support from stakeholders for the partnership (funding and time investment)</td>
<td>• stakeholders prepared to invest time/resources</td>
</tr>
<tr>
<td>• public-private imbalance</td>
<td>• good attendance at some partnership meetings</td>
<td>• stakeholders understand and promote the benefits of the partnership to others – with or without being asked</td>
</tr>
<tr>
<td>• low profile of the partnership</td>
<td>• stakeholder engagement plan drafted and implemented in part</td>
<td>• detailed stakeholder engagement plan implemented and reviewed on a regular basis</td>
</tr>
<tr>
<td>• poor attendance at partnership meetings</td>
<td></td>
<td>• high partnership membership and good attendance at all meetings</td>
</tr>
</tbody>
</table>

Tool 7 contains a checklist that can be used to further challenge the extent of stakeholder engagement in a partnership and identify areas where further development may be required.

### 3.2 Step One: Identify

**Who are the stakeholders?**

Identifying the stakeholders is the first step in the four-step stakeholder engagement process. The individuals, groups and organisations that are considered to make up the *key* stakeholders should be listed. It can also be useful to consider three key groups of stakeholders: Private Sector, Public Sector and Community Sector stakeholders. This can help to avoid focusing too narrowly on one particular group.
It can be useful to complete a brainstorming exercise with key members of the partnership and ask them to suggest names and consider their own network of contacts for possible support, as well as identifying the most vocal or influential from press cuttings (e.g., political leaders). Discussions with colleagues in other towns can help the partnership to get a feel for the type of stakeholders that have been selected and why.

As mentioned earlier, Tool 2 has a generic list of partnership members. This list of potential stakeholders will form a ‘stakeholder landscape’ – the basis on which all analysis, engagement, and planning activities will be built. It will also help in the process of identifying:

- who needs to be involved?
- what is the current situation with this individual or organisation?
- who else should be contacted?
- have any key stakeholders been missed out of the engagement plan?

**Client Relationship Management**

If the partnership doesn’t already have one, it should develop a Client Relationship Management (CRM) database in which key contact information should be stored for engagement and communication purposes. A CRM database does not have to be complicated (a basic spreadsheet may be appropriate) as long as it is kept up to date. An individual should be allocated responsibility for updating the database on a periodic basis to ensure the partnership to be able to always communicate with the right people. Tool 8 summarises the fields that a CRM database should contain and discusses the implications of keeping information about others.
The right connections

It is critical that there should be a network of influencers that can be depended upon to help achieve the partnership’s objectives. Not all the skills and resources necessary will be found within the immediate team, or among the ‘usual suspects’. It is important to understand the significance of networks, how to build or strengthen them, and how they may be used to increase the ability to deliver. This network can potentially include all those people and organisations in the public, private and community sectors.

Some points to consider:

• the partnership should recognise the limits on its own ability to influence. What further resources are required and who might provide them?
• what would act as an incentive to encourage collaboration from those who could/should be in the network (individuals or groups)? Why should they be interested in getting involved?
• is there a clear vision for the partnership? The fundamental proposition and messages should be kept simple. The easier the message, the more likely that it will be passed on correctly and that it will, in fact, be ‘sold’ for the partnership throughout the network
• a network should be built that brings as many key influencers as possible to bear on critical stakeholders. Achieving this will ensure the flow-through of valuable constructive criticism, helping to improve the overall proposition and messages while creating a ‘domino effect’ as each key influencer brings others on board.

3.3 Step Two: Analyse

How can stakeholders be mapped?

Stakeholder management is about getting, and keeping, people ‘on board’ with the objectives of the project: it is a fundamental activity. Because projects are always flexing and changing, the process is iterative, requiring constant attention and lots of energy. But when things are not going smoothly, an understanding stakeholder with the influence to help will make it all worthwhile.

Having identified the stakeholders, the most important ones need to be prioritised accordingly (ie those that are most capable of influencing the town centre). It is not always a case of targeting just one person within an organisation. Different individuals will have different spheres of influence. For example, if one or two middle-managers who have influence with their managing director can be identified, then over time they could act as advocates and help change opinion at the top. Combining this with an understanding of how supportive each stakeholder is likely to help with understanding and managing them.
Assessing level of influence

The diagram below states some possible sources of stakeholder influence which may be relevant to a partnership:

**Figure 3.4 Sources of stakeholder influence**

- Control of resources
- Legal or policy control
- Control of communications
- Opinion leadership
- Internal credibility
- Technical skills
- External credibility
- Hierarchical status
- External influence

Assessing level of support

The list below gives some ideas of what positive stakeholder support might look like:

- promotes the TCP’s agenda within their usual working activities – such as attendance at speaking events
- talks to their own networks on the TCP’s behalf – with or without being asked
- offers funding, resources or skills
- defends the agenda against negative comment or criticism
- joins the partnership; and
- offers constructive criticism.

The matrix on Figure 3.5 can be used to map stakeholders, depending on their level of support and influence.
If this matrix is being filled in for an individual partnership landscape, it is important to make sure that it is kept in a safe place – its distribution to stakeholders could be a sensitive matter.

**Strategies**

The following strategies can be used to prioritise engagement with stakeholders:

- **Involve:** stakeholders who are highly supportive and highly influential should be closely involved with the work of the partnership
- **Manage:** stakeholders who are highly influential but not supportive need to be closely managed with the aim of increasing their level of support. To do this, it is helpful to determine the benefits that the partnership can offer to them, and identify how those benefits can be sold to the stakeholder
- **Acknowledge:** stakeholders who are supportive but of little influence could provide a distraction and should be acknowledged but then managed accordingly
- **Monitor:** stakeholders who are neither supportive nor influential should be monitored to ensure that their level of importance does not change, but otherwise should not distract the partnership.

**Tool 9** contains a template to help with the process of analysing stakeholders.
3.4 Step Three: Plan and Do

What is the goal?

Having identified the various stakeholders and analysed their possible influence and impact, the partnership will be in a position to determine how best to engage them. What messages will they relate to and, more importantly, what stage of engagement have they already reached? Step Three involves taking the analysis developed in Step Two to construct a plan for engaging the key stakeholders.

A useful engagement model to consider at this stage is described in this next section. The model shows a staged engagement process to consider with each individual stakeholder – firstly seek to establish **Awareness**; then to develop **Understanding** and **Action**; next to **Reinforce** it; and finally, to **Review** the process and adjust the message or mode of communication accordingly.

**Figure 3.6: Engagement Model**

![Engagement Model Diagram]

**Awareness**
If people do not feel informed about what is going on, they will tend to oppose it. Awareness should be raised through PR campaigns and through the press. Once this has been done, it is important to ensure that they are kept informed on an ongoing basis.

**Understanding**
Sometimes people make the mistake of neglecting this stage, and try to leap straight from awareness to action, without explaining the ‘why’. This stage is where influencers can be brought to bear for positive effect. This is about forging relationships and communicating the position, rather than the larger PR/marketing aspects.

Examples may include explanatory interviews and features, comment articles, platform speaking, presenting at the internal meetings of other organisations and/or instituting a lunch programme to schedule one-on-ones with key influencers.
**Action – support ‘Trying’ engagement**

This is not the end of the process, but the point at which it should start to have visible results and become a cycle of interaction with potential stakeholders.

It is important to establish a balance between quick-win projects which help maintain momentum and give a ‘drip-feed’ of good news, and the big-impact visionary projects which are the reason people tend to come together in the first place.

Communication should be used to ‘lock in’ any gains: if an awkward stakeholder has been won round, for example, some coverage in the local media, or an item posted on a key website, could help to formalise and capture this positive development, and minimise the risk of the stakeholder changing his or her position later. Keeping an archive of cuttings helps to show success, and to persuade others by illustrating how the credit is shared.

It is vital to make sure that stakeholders’ feedback has consequence; this proves that they are taking part in something which they are being allowed to shape, rather than having a *fait accompli* imposed on them. ‘Keeping people nodding’ is the objective here.

The partnership’s credibility is important. No gaps should be allowed to open up between what is being claimed on behalf of the initiative, and the reality. Any legacy issues that exist at the outset should be taken into account (eg frequent promises in the past which were never delivered). ‘Sober selling’ should be used to place the project appropriately and to ensure that it is anchored in what people can see and therefore will be less likely to argue with.

**Focus on making three things an undeniable success, rather than ‘tinkering’ with 10**

**Reinforcement and review**

When stakeholders act, they need to be given ‘visible’ support. Ways need to be found through which the entire process can be reinforced for them, thereby ensuring their continuing engagement (eg ensuring that a supportive head of the Chamber of Commerce is prominently mentioned in local media coverage of the initiative – thus ‘sharing the credit’).

Messages, and indeed the whole basis on which stakeholders are being engaged with the partnership, need to be reinforced. Engagement is not a one-off event, but a process. As progress is made towards the goal of engaging stakeholders, the partnership will need to adjust both the activity that it has planned and maybe even the strategy which underpins it. Setting a milestone for review will help in making any necessary changes.
Marketing is a significant aspect for any successful town centre partnership to market, promote and differentiate the town centre to shoppers, visitors and potential investors. It can also play an important part in the ongoing engagement of stakeholders. Here are some points for the partnership to consider when thinking about marketing:

**Research:** Are the customers’ identities and needs properly understood? Without this knowledge time and effort may well be wasted on activities that are neither wanted nor needed. A survey and/or focus group may help to identify this information.

**Promotion:** How is the town centre partnership to be promoted and how will success stories be communicated (e.g., via newsletters, website, posters, promotional leaflets etc.). Are there innovative ideas that can be leveraged from other town centres (e.g., recipe books, calendars, shopping guides). Can the local press be used to promote good news stories? Are the funds available to hire a PR agency or events management company?

**Linking with others:** What marketing and promotional activity is already being delivered and by whom? Efforts should not be duplicated – can planned initiatives be linked in with other marketing and PR activities to save on resources (e.g., with initiatives being organised by the council, tourist board or local shopping centre)?

Is there a marketing plan with clear objectives, activities, budget, owners and defined measures of success?

**Branding:** Branding is the way in which people perceive and associate with the partnership. For example, has a logo been developed for use in all communications?

### Engaging different sectors

The public sector and private sectors will need to be approached, engaged and motivated differently. They will have different organisational or individual capacities; their budgets and resources will vary widely, their needs and motivations may diverge and therefore the partnership’s agenda may need to be communicated differently to appeal to each.

The criteria which private and public sector stakeholders may use to evaluate the partnership’s proposals will be based upon their own current agendas, what the longer term gains and risks of involvement are for them and their organisation, the viability of what is being proposed, how easily they can market this to their own stakeholders, and what it will cost them. For example, residents from the surrounding area may judge the proposals in terms of the impact they may have on how much they enjoy the area in which they live. Their motivations may be very different from those who depend on the same area for business. However, engagement and communications within one group can influence the other two, so it is important to view all such activities as interlinked.
This project united Colchester Town Partnership, Colchester Crime & Disorder Partnership, Essex Police, Colchester Borough Council and members of the business community to identify key issues and specific problems around night-time disorder and to make recommendations for improvements, with funding from the East of England Community Safety Fund and local partners. Working with consultants from Urban Cultures, an intensive programme of workshops, research and relationship-building culminated in a comprehensive report, summary of recommendations and the establishment of a Steering Group, an Implementation Group and a system for monitoring, reviewing and evaluating the project.

A highly proactive approach and the enthusiastic support of council, police and local media has created a high level of awareness about STAND and the activities it promotes among elected members, officers, businesses and the general public. Major successes include reductions in anti-social behaviour and improvements for residents through targeted police activity in residential areas in the early hours of the morning.

The project was followed up with a successful application for Home Office funding to complete some elements of the objectives, including a programme of live music in the town centre on Wednesday late-night shopping evenings for three months in the summer.

Public sector involvement

In order to gain the participation and trust of public sector stakeholders, a number of specific criteria need to be considered. These may include:

- **Service Level Agreements (SLAs)** – formal negotiated agreements between the customer and service provider. These record the common understanding about services, priorities, responsibilities, guarantees etc, with the main purpose being to secure agreement on the level of service

- **Capacity and ‘initiative fatigue’** – public sector bodies may have limited capacity and a large number of initiatives, partnerships, and governance bodies in which they need to be involved. As far as possible, existing initiatives should be made use of (crime prevention strategies and boards, local strategic partnerships, waste partnerships etc) to achieve the partnership’s aims and objectives – this avoids duplication

- **Diversity and equality** – the public sector has a duty to promote diversity and equality. It is good practice to consider these issues both in terms of the impact of what is being planned and, at the representative level – for example, by ensuring that boards are socially representative, recognising that a diverse group will always be able to bring more to the table in terms of skills or resources, as well as sending a clear and positive signal
• **Open knowledge-sharing links** – opportunities to share information between the public and private sector can be very valuable, but public sector participants will need to be reassured that the forum in which such activities take place is publicly accountable, transparent, and above-board; and

• **Adding value** – by showing how the partnership can add value to existing policies and strategies, progress will be made towards helping public sector stakeholders to promote the partnership and their involvement in it. All of the outcomes to which public sector organisations are publicly committed should be listed, and it should be made clear which of these the TCP actually contributes towards (e.g., savings in time/resources). Having Key Performance Indicators (KPIs) will help the public sector to understand the issues.

• Public sector stakeholders will have their own personal needs and desires too. While often strongly motivated by a desire for the public good in their area, it is always worth taking time to understand their personal motivation, which could involve engagement with enjoyable, productive projects, prospects for promotion and opportunities to bring positive messages to senior managers and politicians, as well as other personal goals.

**Private sector involvement**

Private sector organisations are driven by ‘real benefits’ when thinking of investing their time and money in a partnership. Businesses need to see that there are relevant benefits in getting engaged or supporting the partnership. Questions they may ask include ‘Will this initiative increase my turnover/profit? Will any investment (time, money) in the partnership provide a return? Will it develop our people – both owners and workers?’ Businesses will probably want clarity on how the partnership plans would help to increase sales and ‘footfall’, or to lower business costs.

Figure 3.9 below includes examples of the services that a business may expect from a TCP.
Figure 3.9 Examples of services businesses may be looking for from a town centre partnership

**Large retailers**
- targeting regular offenders
- radios
- quick response cleaning
- coordination between police, security staff, wardens, schools, drug-agencies
- training.

**Small, independent traders**
- mystery shopper
- training for management and staff (IT, shoplifting, credit-card fraud, accident awareness, new legislation)
- access to start-up and small business support grants
- discount on design and distribution for marketing initiatives
- discount on other services (room hire, accommodation, glaziers, window-cleaning, photocopying).

**Traders focused on the evening economy**
- PubWatch and shared intelligence
- Door Supervision Registration Scheme
- exclusion scheme for persistent offenders
- vehicle crime initiatives
- Business Security Grants
- drugs education/staff training.

**Other examples**
- advocacy and influence between the public and private sectors
- gathering and sharing of KPI’s and trend data
- management of street trading, events, and services requiring a licence
- Customer Care Awards
- partnership links
- inward investment and ‘empty unit’ policy.

*Source: Presentation by Andy Godfrey of Boots Alliance plc at the Business Town Centres Project Event, May 2007*
In addition, the private sector is likely to have business-focused criteria, and may require reassurance on issues such as:

- **Role of the public sector** – reassurance that public sector participants are not simply relying on the private sector to fund any activities, but are actively and constructively involved in contributing to the initiative. There may be concern that the public sector is bureaucratic and process-focused and could slow or stop any benefits. They will want to see demonstrable public sector support from a senior level.

- **Tangible outcomes** – evidence that there are tangible benefits to the area as a whole that will result from the initiative such as improved appearance or increased vitality, some or all of which will have a positive impact on businesses’ bottom-lines.

- **Funding sources** – reassurance that all other sources have been investigated first before businesses are asked for cash. Businesses may feel their involvement is being called upon solely in order to secure funding.

- **There is a plan!** – a clear, timed plan that illustrates the need for businesses’ involvement and specifies the benefits they can help to achieve (See Chapter 4 for more on planning).

- **Sustainability** – there is clear leadership, definable and measurable outcomes, a partnership or board in place, and clear objectives to achieve; and

- **Ownership** – private sector representatives need to share your vision for the area, as well as promote it, and will want appropriate ways to make their voice felt.

Conversations with businesses should be initiated at the strategy development stage. This will be the first chance to identify businesses that might get involved. Cynics should not be avoided – their issues and concerns should be actively listened to and taken into account as appropriate. At the least, their views will help to inform the evolving strategy – and at best, new converts will be won over from the private sector. It is also important to make sure that any local private sector representative bodies have been identified and contacted (eg Chambers of Commerce). Unless they have been brought on board, they may well view the partnership as unwelcome competition.
### Figure 3.10 Top tips for successful business engagement

1. **Be open and transparent** – recognise when things have failed and encourage real open dialogue between business and the public sector

2. **Boundless enthusiasm** – this takes time and energy but helps to create a sense of energy and excitement. Use all means of communication to reach business. Make sure you meet face to face

3. **Earn credibility** – take on one or two apparently intractable problems faced by businesses. Investing time and effort in solving difficult problems will help you gain credibility and therefore, trust, both in you and the organisation you work for

4. **Identify the key business movers and shakers** – invest time in understanding their positions, motivations and issues

5. **Pragmatism** – remember that businesses are highly pragmatic. They dislike public sector jargon and processes and want to see immediate benefits and actions.

> Tina Hanks*, Tottenham Town Centre Manager. BTCP Participant

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### Engaging the community

Individuals in the community will have their own agenda. The community may be vocal: its members may act independently of any engagement that is initiated, and there will be community ‘champions’ – those who already lead and influence, formally or informally. Methods of communication and messages relayed may need to be modified to ‘speak’ to everyone, regardless of language or disability. Members of the public may also have concerns about getting involved in the partnership:

- **Time and achievement** – in order to give up valuable time, individuals need the same kind of reassurance as business and public sector representatives, namely that they can expect to see a direct payback for their efforts in terms of improvements to the area in which they live, and directly attributable achievements are the best reward in this regard

- **Recognition** – it is important that those acting in an individual capacity get both formal and informal recognition for their involvement – the format this can take should be driven by their needs as much as possible, for example providing references for jobs, formally recognising contributions at public and board meetings, and most importantly of all, showing appropriate gratitude for peoples’ efforts

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*Tina was appointed in January 2006 and is in the process of reinvigorating the Tottenham Town Centre Partnership. She has significant experience of working with business in her previous role as Sales, Marketing & PR Director for a joint venture development at Canary Wharf and as a consultant working for London Docklands Development Corporation responsible for attracting inward investment.*
• **Conflict** – some people may be concerned that a position of responsibility will bring with it the likelihood of coming into conflict with individuals from other sectors or with opposing views. Fostering an attitude of joint working and an open consultation structure, while being highly aware of any pre-existing issues or antagonisms, can help reduce the likelihood and impact of any conflict.

• **Public role** – some individuals may be nervous about public speaking and will have different strengths and weaknesses as champions and influencers. It is important to appreciate what skills people bring, and which areas they will be reluctant to be involved in.

• **Support for engagement** – voluntary and community representatives often suffer significant barriers to engagement not faced by the public sector, and rarely by the private sector, such as lack of access to email for receiving meeting notes and other communications, and lack of access to office space for reading, writing and discussion etc. The needs of the individuals who may/should be deeply involved in the initiative should therefore always be taken into account and ways should be found of overcoming any barriers that exist.
Figure 3.11 Engaging the media

Top tips for engaging the local media:

1. Read the paper (know the style of paper/stories, local sections, name of editor, reporters) – be an expert

2. Make direct contact (phone, have a reason, follow up, entertain) – ask them questions too

3. Press-releases that work (short, simple, clear, quotes, who, why, what, where, when). Check – is the story worth a press-release? Is it a good story, does it capture people’s imagination, are you the first to do something, is there a link to green issues (increasingly important to the public)?

4. Delivery, approach and timing (personal approach, exclusive story, time it well, pictures)

5. Campaigns (names/slogans/logos, reasons, supporters, human interest details, project plan it) – make it interesting

6. Bad stories (listen carefully and politely, ask for time to respond, plan response carefully, if story is incorrect then say so and give chance for reporter to correct)

7. Invite the editor/reporter of the local paper into the partnership. Agree ground-rules for partnership meetings (eg Chatham House rule applies, or that the editor/reporter will step out of the meeting when controversial issues are being discussed).

Source: BTCP Event, Oct 2006, Managing your Profile Through the Media

See Tool 10 for examples of how the Taunton Town Centre Company has used the media to promote the partnership and the town.

Planning the engagement

Information assembled previously should be used (through networks, stakeholder identification and analysis) to prioritise, for example, which groups should have the most effort and resources expended on them. This analysis provides a sound basis on which to make such judgements and develop a stakeholder engagement plan.

The action, date, responsibility, key message, channel and any other linked events that may have an impact should be fed into the planning process. Plans should be reviewed and revised as often as necessary. It may be helpful to invite key stakeholders, members of the board or colleagues to review from time to time. Templates for a stakeholder engagement plan can be found in Tool 11.
The plans should set out how and when key messages will be communicated to stakeholders, and how their feedback will be gathered, building in an element of reinforcement. This is important, because many of the stakeholders will have their own agendas and whilst they may be keen to support the initiative, they may also have conflicting demands on their time. Messages will need to be aligned with their agendas where possible to secure a greater level of buy-in and support. It is important to be sensitive to what different stakeholders think of each other: for example, some of the business stakeholders may perceive the public sector to be slow and bureaucratic.

It’s a good idea to include some ‘quick wins’ as well as the longer-term goals within the plans: this helps ‘keep people nodding’. Quick wins are those activities or actions that be completed quickly to show stakeholders that progress is being made.

3.5 Step Four: Review

Stakeholder engagement is not a static process. In order to effectively engage stakeholders, it is important that the entire process should be regularly reviewed.

It is also important to regularly reconsider the initial list of stakeholders from the ‘identify’ stage, as the stakeholder landscape is likely to change over time. New businesses will start up in the town centre; others will close or change hands. The store manager of supermarkets and department stores might move on and new managers will move in. Additionally, people in key public and community posts will change over time – it is important to keep on top of this. It may be useful to review the stakeholder list with the board every quarter.

The analysis of stakeholders can also change over time and will need to be reviewed regularly. Perhaps after lots of effort, it has proved possible to shift key people from an unsupportive stance to one of high support. It is important to play this back into the analysis so that efforts can be redirected towards other less supportive stakeholders, rather than seeking to convince the converted. It is also possible for people who were previously supportive to shift to an unsupportive position – any such shift needs to be caught early and managed effectively.

The revised analysis needs to be fed back into the overall plan. This helps to ensure that all planned investment is still appropriate and that any planned activities are being implemented and having the desired effect.
Chapter 3 Major Learning Points

Stakeholder engagement is the social process by which stakeholders become personally involved in the success of the partnership.

- Successful stakeholder engagement involves a simple four-step process. The process involves identifying key stakeholders, analysing their support and influence for the partnership, developing and implementing a plan to maximise their support and leverage their influence and finally a reminder to continually review and refocus effort.

- When identifying stakeholders it can also be useful to consider three key groups of stakeholders; Private Sector, Public Sector and Community Sector stakeholders. This can help to avoid focusing too narrowly on one particular group.

- Not all the skills and resources necessary will be found within the immediate team or among the ‘usual suspects’. It is important to understand the significance of networks of advocates, how to build or strengthen them, and how they may be used to increase the partnership’s ability to deliver.

- Analyse stakeholders in terms of their level of influence and support in order to prioritise investment. **Involve** stakeholders who are highly supportive and highly influential, **Manage** stakeholders who are highly influential but not supportive, **Acknowledge** stakeholders who are supportive but of little influence, **Monitor** stakeholders who are neither supportive nor influential to ensure that their level of importance does not change.

- Construct a plan for engaging individual stakeholders. A useful engagement model to consider involves establishing **Awareness**; then developing **Understanding** and **Action**; next to **Reinforce** it; and finally, to **Review** the process and adjust the message or mode of communication accordingly.

- The public sector and private sector will need to be approached, engaged and motivated differently.

- Develop a detailed stakeholder engagement plan to guide all stakeholder engagement work, and ensure this is monitored and supported.

- Stakeholder engagement is not a static process. In order to effectively engage your stakeholders it is important that you regularly review the entire process.
Chapter 4

Strategy and Performance Management

At the end of this chapter you will know how to...

- Build an evidence base to inform the development of a town centre strategy (the context for the development of your strategy)
- Define a vision and a strategy for your town centre (where your town centre wants to be)
- Identify initiatives and actions to achieve your strategy (how are we going to get there)
- Develop measures to track the achievement of your strategy (what have we achieved)
- Build strategic linkages in your partnership landscape and develop your partnership’s strategic role.

4.1 Introduction

What is strategy and performance management (S&PM) and why is it important?

A strategy is a long-term plan of action designed to achieve a particular goal. It confirms what will be achieved, how it will be delivered and when (this includes funding arrangements and delivery responsibilities). In the case of town centre management, a strategy allows progress towards the overall vision for the town centre to be planned, as well as ensuring a successful outcome through working in partnership to achieve realistic and attainable priorities over the medium to long term.

Performance management is about linking strategy to real results. It leads on from the development of strategy because it enables the partnership to assess whether it is achieving its strategic objectives and is, therefore, on track to realise its vision. The two are inseparable components that logically follow on from one another.

What is the challenge for Town Centre Partnerships?

Without a clear S&PM framework, the TCP runs the risk of delivering/facilitating services that are not addressing the improvement priorities of the town centre. This may cause a partnership to lose relevance and credibility inside and outside the town centre.
A review of strategy documents from partnerships involved in the Business and Town Centres Project showed that although many TCPs have strategic objectives, a set of actions and sometimes a vision, very few approaches have the key characteristics of a robust framework. Common problems observed included a lack of evidence-base underpinning the strategy; objectives and initiatives that were not clearly linked; lack of performance measures, and very often a lack of ongoing performance monitoring.

A Town Centre Strategy and Performance Framework:

- helps organisations to focus their efforts, enhance their results and develop stakeholder trust
- provides a guide, prompt and control for the progression of the town and the partnership, outlining the priority of activities and allocating resources for their delivery
- clarifies partner contributions and benefits, provides a statement of cooperation and future achievements that politicians want to associate with
- represents a vision for change and a source of stories for the media; and
- provides the residents and business community with information confirming what is being planned and delivered within their town centre.

The purpose and framework for this chapter

This chapter provides a step-by-step approach to developing a Strategy and Performance Management (S&PM) Framework for a TCP. This model is illustrated in Figure 4.1 below and explored in more detail throughout this chapter.
Before the start – understanding the level of formality

Figure 4.2 is designed to help readers to identify the stage that best describes their partnership in terms of strategy and performance management. This, in turn, will help to clarify the partnership development needs and readers’ own objectives when navigating this chapter.
Figure 4.2  S&PM formality stages

<table>
<thead>
<tr>
<th>Immature</th>
<th>Established</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>• developing understanding of town centre context</td>
<td>• expanding strategy influencing and delivery roles</td>
<td>• leads the development of an agreed town centre vision, strategy and action plan involving all key partners</td>
</tr>
<tr>
<td>• TCP’s work is dominated by ad hoc or repetitive activities</td>
<td>• some understanding of town centre’s context and policy landscape</td>
<td>• TC Strategy reflects linkage with other strategies and analysis of the town’s social-economic and policy contexts</td>
</tr>
<tr>
<td>• potentially in the process of developing a strategy</td>
<td>• TCP’s work is guided by a vision, strategic objectives and an action plan to achieve these</td>
<td>• the TCP influences the development of strategies and plans affecting the town centre (e.g. LAA, regeneration)</td>
</tr>
<tr>
<td>• limited remit and delivery obligations</td>
<td>• focus on strategy implementation rather than development.</td>
<td>• Balance between strategic influencing, development and delivery/operational roles.</td>
</tr>
<tr>
<td>• little strategic influence.</td>
<td></td>
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**PERFORMANCE MANAGEMENT**

<table>
<thead>
<tr>
<th>Immature</th>
<th>Established</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>• no performance management</td>
<td>• some measures and targets to track performance of the TCP are developed</td>
<td>• holistic view of performance across the TCP is developed (making it easy to demonstrate the TCP’s value)</td>
</tr>
<tr>
<td>• reporting is either non-existent or focused on activities performed, rather than on achievement.</td>
<td>• regular monitoring and tracking of progress is done</td>
<td>• all strategic objectives have attached appropriate measures and targets</td>
</tr>
<tr>
<td></td>
<td>• performance-monitoring results are presented mainly to the board and to membership meetings.</td>
<td>• information for all measures is collectable, comparable to a baseline and tracked by a responsible person</td>
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<tr>
<td></td>
<td></td>
<td>• linkage to LAA performance measures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• periodic reporting to board, partners and membership.</td>
</tr>
</tbody>
</table>
4.2 Step 1 – Knowing the town centre’s needs

**Context**

Before a vision can be developed for what the town centre will look like, there must be an in-depth understanding of the context for the town centre strategy. This includes understanding the:

1. **Baseline:** Current social, economic and environmental issues/needs in the town centre
2. **Strategic context:** Key strategies already being implemented which affect the town centre.

**Baseline**

The intention of ‘baselining’ is to develop an evidence-base of the town centre across a number of indicators with the purpose of identifying key issues, stakeholder needs, improvement areas and possible solutions. It becomes particularly useful when the town centre performance is compared with its past performance or with that of other similar town centres.

Baselining has two key advantages:

- it can be used to track the performance of the town centre and to measure the impact that initiatives, such as those driven by the town centre strategy have on the town centre
- it can be used to build a strategy based on facts and research. This usually makes a strategy more credible and defensible. Anecdotal evidence can be used to support findings but not as the basis for judging performance as it is neither measurable nor representative enough of town centre populations.

Most popular sources of information for an evidence-base include: business or customer surveys, professional site assessments and desk-based research for published data of the town centre. **Tool 12** contains a list of popular performance indicators and information sources.
**Strategic context**

All town and city centres are part of wider geographical areas or political jurisdictions (eg a town, a city, a district, a sub-region). Given the partnership’s understanding of the key stakeholders in its partnership landscape, it should define the key strategies that have an impact on the town centre, eg

- Crime and Disorder Reduction Strategy
- Local Area Agreement(s) (LAA)
- local approaches to planning, licensing and transport
- Regional Economic Development Strategy.

**Figure 4.3 Strategic fit for CCM Derby**

- City Growth
  - ‘To ensure Derby is a location of choice for the most able and most talented’
- Cityscape
  - ‘Reinforce the existing “retail core”’
- Derby City Partnership
  - ‘Create a city centre which people of all ages and backgrounds will be able to enjoy at any time of day’

*From a presentation by Ian Ferguson, Derby City Centre Management Project Leader at the BTCP National Event, Derby 2007*

There may also be a local policy direction on town centre working (usually driven by the local authority).

When looking at these documents, it may prove useful to focus on impacts on the town centre:

- what does the proposed vision mean for the town centre?
- has any contextual analysis been done on the town centre?
- does the document help to understand the town centre’s issues and needs? Are different documents consistent in their understanding and plans for the town centre?
- are there any objectives or initiatives specifically focused on the town centre?
- how is the town centre strategy or TCP business plan already supporting the delivery of those strategies?
- how could the town centre strategy or TCP business plan support the delivery of those strategies?

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4 For more information on each of these see [www.cleanersafergreener.gov.uk/media/images/CSGC_TownCentres_168.pdf](http://www.cleanersafergreener.gov.uk/media/images/CSGC_TownCentres_168.pdf)
4.3 Step 2 – Knowing where to go…

**Vision**

The second step after knowing the town centre’s context, is to envision the town centre in the future.

**What is a vision?**

At its most basic level, a vision is a picture of where the partnership would like to see the town centre in the long term. It is useful because it can inspire a TCP by clarifying what it is working for in the long term. Additionally, knowing what is needed in the long term can then help the partnership to focus its short-term actions.

Key characteristics of visions include:

- high-level and incorporating long-term aims and goals which represent the ideal view of the town centre (i.e., do not include success measures or numerical targets)
- a target date of five, 10 or sometimes even 20 years’ time, depending on partnership maturity; and
- powerful but attainable statements that are unique to the town centre and inspire the partnership members and town centre stakeholders, in some cases figures or images (e.g., an architectural drawing) are also used.

In the case of town centres, a vision is usually linked to physical developments, master planning, service improvements or performance, partnership and collaboration, or the satisfaction felt by stakeholders.

**Tool 13** contains a number of examples of town centre visions.

**Creating and clarifying a vision for the partnership**

A vision has to be understood, owned and shared by key stakeholders in the town centre which may include organisations that are not formally part of the TCP. For a visioning process to be successful, it will need to be built upon:

- full engagement with all key stakeholders identified in the partnership landscape and in the partnership’s stakeholder engagement mapping; and
- ongoing communication and marketing of the vision, which is needed to keep the vision alive and stakeholders engaged.

A variety of means can be used to bring stakeholders together to draft a vision for the town depending on availability and knowledge (e.g., workshops, special working groups, online discussions, shared document drafting exercise etc).
Tool 14 provides an example of the questions used in a real visioning workshop and the output that came out of that exercise. While these questions were used to develop a vision for a TCP, a similar set of questions can be used to develop a vision for the town centre.

### 4.4 Step 3 – Developing the strategy…

#### Strategic Objectives

**What are strategic objectives?**

Strategic objectives are specific goals that the town needs to achieve in the medium term to move closer to its vision. Typically they are based around familiar town centre themes such as access, the environment, marketing, crime and inward investment. They should focus and prioritise partnership activity and set out what the partnership wants to achieve over the required timescale.

#### Figure 4.4 Impact of TCPs

‘Besides having an impact on the clean-green-safe agenda, Town Centre Partnerships can contribute to tackle some of the most pressing issues of our time, including: health/obesity, climate change, ageing, immigration and population growth and governance’

*Simon Quin, ATCM at BTCP National Event, Derby 2007*

#### Developing strategic objectives for the town centre

The development of strategic objectives is all about prioritising. Creating a set of strategic objectives allows the partnership to clearly identify the 5-10 priorities for its town centre. TCPs should have the least possible number of objectives linking to the vision, this may imply choosing best objectives and in some cases merging them.

When developing strategic objectives, the partnership should always ask itself if there is a higher-level objective that it could pick, or whether it could group several under one high-level objective. For example, if the objective is to increase the amount of CCTV in the area then the partnership needs to ask itself why this is necessary. If it is to improve security, or reduce crime in the town centre, then that would be a more strategic objective. It is a long-term aim that the partnership can continue to think about achieving even after it has implemented CCTV.
When developing strategic objectives, the partnership may want to consider two key sources:

- **The outcomes/outputs required to achieve its vision**: what has to be produced in the next one to two years in order for the town centre to get closer to its vision?
- **Previously-defined strategic priorities/objectives**: get ideas, inspiration and alignment from strategy documents that the partnership would have reviewed when developing the context of the TCP.

Out of this exercise, the partnership can start to identify the key priorities for its town centre. It should be remembered that this is not a linear process and that it will require forums of interaction with key town centre stakeholders who would bring their own points of view about what should be achieved. This process would probably take place together with the development of the vision (as described in Step 2 above).

**Figure 4.5 SMART Objectives**

The objectives should be SMART (specific, measurable, agreed, realistic and time-bound). ‘Vague’ objectives should be avoided. Make sure that each objectives has a measurable target which can then facilitate performance measurement and reporting. Too often, objectives are produced with unclear terminology. What do the following statements really mean: `to support`; `to contribute to`; `to maximise`; `to minimise`? In these cases, try to specify what will be delivered and how to be aware of when it has been achieved?

**Are the objectives strategic?**

- do they align with the context and vision?
- does the partnership have more than 10 objectives? If so, it should think about whether they are sufficiently high-level – can some be grouped together?
- are they focused on the medium/long term?
- are they outcome-focused? For example, do they focus on what the partnership would like to achieve overall, rather than what it can do?
- are they critical to the success of the town centre? Is there something more important?
A Balanced Scorecard approach to defining strategic objectives

The Balanced Scorecard is an approach to strategy and performance management widely used in the private sector, and increasingly in the public sector. It can be used to ensure that the partnership creates a balanced set of objectives and to ensure that it is not focusing on just one specific area.

The Balanced Scorecard uses a range of common themes against which the partnership can assign its strategic objectives. The four themes are mentioned below (Figure 4.6) but are not exclusive, more can be added if the partnership feels that there are strategic objectives which are not easy to assign. The general principle is that there should be strategic objectives in each theme.

Figure 4.6 Perspectives from a balanced scorecard approach

<table>
<thead>
<tr>
<th>Customers/stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>“To achieve our vision, what stakeholder needs must we serve?”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial</th>
</tr>
</thead>
<tbody>
<tr>
<td>“To satisfy our funders, what financial objectives must we accomplish?”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vision, mission &amp; strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>“To achieve our vision, in which internal and external processes must we excel?”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>“To achieve our vision, how will we sustain our ability to change and improve?”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning &amp; growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>“To achieve our vision, what stakeholder needs must we serve?”</td>
</tr>
</tbody>
</table>

How can the Balanced Scorecard approach apply to town centre or TCP strategies?

Figure 4.7 shows the four typical balanced scorecard themes that can guide the development of objectives. Aim for no more than two to three objectives for each theme. Remember that they should be key outcomes which relate to the vision. The definitions of each theme are provided in the figure.
**Figure 4.7 The Balanced Scorecard**

<table>
<thead>
<tr>
<th>Customers</th>
<th>Internal processes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What outcomes do you want to deliver for your customers?</strong>&lt;br&gt;eg enhancing customer accessibility to the shops, improving the perception of safety within the town centre.</td>
<td><strong>What outcomes do you hope to achieve by way of improving the processes you use?</strong>&lt;br&gt;these may include faster processing times for collecting membership fees, or improving relationships with the media&lt;br&gt;these may relate to service-delivery processes enhancement (eg street signage, or rubbish collection).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding the future</th>
<th>Learning and growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What financial outcomes do you want to achieve?</strong>&lt;br&gt;eg increased membership fees, lottery funding, an RDA grant for the regeneration of the town centre, or the approval of a Business Improvement District (some of this funding may channel through the local authority or directly through the TCP).</td>
<td><strong>What learning or growth outcomes do you want to achieve?</strong>&lt;br&gt;for the town centre, an example would be more retail staff trained in good customer service&lt;br&gt;For the TCP, an example would be to enhance stakeholder relationships or recruit new board or executive members.</td>
</tr>
</tbody>
</table>

**Balancing inputs and outcomes**
The objectives developed should aim to strike a good balance between developing the partnership itself (eg funding, growth) and focusing on hard-edged outcomes (eg customer satisfaction, town improvements). Additionally, the partnership’s objectives should be consistent with those of the partner organisations, as well as their mainstream activities and budgets. This would help to increase the relevance of the partnership objectives for the partner organisations (ie partner organisations’ achievements are linked to the TCP workings).
Figure 4.8 Redeveloping a strategy

‘We recently came to the end of our initial five-year strategy and embarked upon redeveloping it for the next five years. As part of this process we decided to do things slightly differently and made a conscious decision to include the partnership members more in its development, as well as learn from our previous experiences.

For instance, we conducted a workshop where we revisited and gained consensus on the vision from our partnership executive to ensure that it was still fit for purpose. We realised that although many of our strategic aims were sound, there were too many to appropriately monitor given our resources, and there wasn’t a thorough enough approach to monitoring the success of the actions and initiatives. The gap between the strategic and operational was too great.

Subsequently we significantly reduced the number of objectives and through looking at the local strategic landscape and context identified gaps in strategic delivery; using this to redevelop a set of higher-level strategic objectives that would contribute to achieving the vision for the town over a five-year period. This has also enabled us to drill down to actions and initiatives on a year-by-year basis and better monitor progress against our strategic objectives. Thinking about strategy and performance management in a framework context has improved the partnership’s ability to confidently assess progress’

Sonia Cubrilo and Penny Bell, Altrincham Town Centre Partnership, TBA

4.5 Step 4 – This is how to set about doing it …

Initiatives & Actions

Once the partnership has developed its strategic objectives, it needs to identify how to achieve each of them. This means being specific about the initiatives and actions that will deliver the outcomes of its strategy. This section of the strategy and performance framework is often described as a business plan.

Initiatives are concrete projects or activities that are undertaken to achieve strategic objectives. Actions are the tasks that help to achieve initiatives. For example, an initiative may be the production of a shopping guide. A detailed action plan is needed in order to deliver this.

Initiatives and actions differ from objectives in that they are more specific, have a stated beginning and end, have been allocated to an individual or team to accomplish and have a budget.
Recognising what is already there

This step includes not only developing new activity, but identifying, understanding, aligning and recognising the existing town centre initiatives which contribute to the strategic objectives.

The benefits of doing this include:

- promoting joint working and synergies across partners
- transforming the strategy document into the key reference point for actions driving the development of the town centre
- using the strategy as a new accountability mechanism for initiatives that are already taking place
- increasing the legitimacy of the partnership as the strategic leader (following up with partners having a role in the enhancement of the town centre).

Identifying gaps

It is important to look back and ensure that there are no gaps that may jeopardise achieving the various strategic objectives, for example:

- some objectives may be either badly addressed or not addressed at all (eg facilitating business growth is an objective usually lacking adequate town centre initiatives), in which case appropriate initiatives should be defined
- some initiatives may not contribute to any of the strategic objectives, in which case these should not be prioritised for implementation as part of the strategy
- initiatives which have relevant overlaps and which could produce new synergies when being merged; and
- initiatives which, regardless of being linked to some of the priority objectives, are not really achieving the right results; in these cases the TCP may need to assess whether these initiatives should be eliminated, amended or changed by other initiatives (eg reducing waste may not be achieved by more cleaning, but by better awareness or incentives).

Overall, it is crucial that initiatives should focus only on the vision and strategic objectives rather than on marginal projects which are being included simply because they have been implemented in the past. Figure 4.9 provides an example of how strategic gaps between initiatives and strategic objectives can be identified.
Figure 4.9 Identifying gaps in the delivery of objectives (example)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Strategic Objective 1</th>
<th>Strategic Objective 2</th>
<th>Strategic Objective 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative 1</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiative 2</td>
<td>✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiative 3</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Initiative 4</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Initiative 5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The example above identifies a number of issues that need to be addressed:

- there are no initiatives aligned to Strategic Objective 2. It will therefore be necessary to develop a new initiative to meet the requirements of that strategic objective. If this action is not taken then it is likely that Objective 2 will not be achieved.
- Initiative 5 does not relate to any strategic objectives, therefore it will be necessary to question its relevance. There could be an opportunity to discontinue working on Initiative 5 and free up the resources to work on a more relevant initiative.

Developing (new) initiatives

While a few initiatives can be easy to identify (eg setting up a PubWatch scheme), coming up with project options to achieve the town centre’s strategic objectives can be a difficult process. Ideas can be fuelled from a variety of sources, including:

- gaps identified through the previous exercise
- case-studies and examples from other town centres
- networking with other town centre partnerships
- brainstorming sessions or workshops with key stakeholders
- consultation with members of the public/businesses
- policy implementation pilot documents and guides; and
- literature and online sources.

In this process, it is important that stakeholders should feel that they can come up with ideas that will be heard and considered. On the other hand, not all ideas will be successful across all town centres. Therefore, it is important to ensure that ideas are scrutinised and customised as required according to the context, vision and strategic objectives.

Most importantly, an objective can be achieved through a number of ways. The initiatives selected are those considered by the town centre stakeholders or TCP as the best to achieve agreed objectives. This reinforces the need to choose and prioritise when developing a strategy.
Delivering initiatives (the action plan)

The town centre strategy should have an action plan which guides its implementation and facilitates its delivery. The purpose of an action plan is to define who is going to do what, when and how. It is a practical document and one that all partners will need to sign up to. It may also have a role in communicating the purpose of the project to the community or to potential funders.

The action plan should include:

- **What**: the actions and initiatives to achieve each objective
- **Who**: the delivery responsible for each initiative/action
- **When**: the timeline for each initiative/action
- **Cost**: budget and expected funder for each initiative/action.

**Allocating responsibilities**

A strategic TCP takes a leadership role in developing and implementing the town centre’s S&PM framework. However, a TCP does not deliver the strategy on its own, but with partners that would have participated in the development of the framework, including the public sector, businesses, community organisations, the partnership’s executive and even citizens.
In order to identify the organisations that should take the lead in implementing an action/initiative, one should ask who would be best placed to deliver the desired outcome required by the action or initiative? Analysing the following issues may help to answer that question:

1. **Remit**: a partner is already implementing an initiative or has it within its remit to address a particular type of initiative

2. **Resources**: a partner may be better placed to implement an initiative because it has the resources available to do so

3. **Value for money/efficiency**: it may be better for a partner to drive the implementation of an initiative because it may have the skill or capacity to do it more efficiently and save public funds

4. **Synergies**: in some cases it makes sense to allocate joint responsibilities, particularly where a number of organisations can bring something to the table or need to be involved.

The most important issue when allocating responsibilities is that partners have to agree to lead, or at least contribute to their implementation. The more that this happens, the more that the strategy and action plan will be supported. See the Derby Cathedral Quarter BID Business Plan for an example of how a strategic baseline and context links to the development of a vision, objectives and initiatives in a town centre context.

www.derbycathedralquarter.co.uk/downloads/cq_business_plan.pdf

### 4.6 Step 5 – Developing strategic measures

**Strategic Measures**

The next step in the performance management process is to identify performance measures (which we will call ‘strategic measures’) for the strategic objectives. This section will deal with how to appropriately measure the progress of the strategy. While it describes the development of strategic objectives, it can also be appropriate to use this guidance to develop and apply measures to initiatives.
Figure 4.11 Using popular indicators
Refer to Tool 12 to see a list of popular indicators of town centre performance as well as possible data sources. It is important to note that it may not be necessary to assess all indicators in any given area. It is only necessary to identify those indicators that are linked to the strategic objectives for the area. External indicators are held across a range of partners and agencies. It can be useful to share this data, transfer and record it onto your systems and report it back to the partnership.

Measures should be selected so that they provide a high-level view of how successfully the partnership is delivering its objectives. For example, if its aim is to improve town centre cleanliness by ‘reducing the amount of litter in the town centre’ (strategic objective), it will need an indicator(s) which measures this. An example is ‘public perception of street cleanliness’ or amount of ‘litter picked up every quarter’.

How to choose a strategic measure?
There are a number of different aspects of performance that can be measured, each of which will have particular merits, depending on who is using the information. Aspects of performance range along a continuum from internally-focused to externally-focused.

Figure 4.12 below provides a summary of the types of measures from internally-focused measures to externally-focused measures and some examples of the type of data associated with each type. The number and range of strategic measures needs careful consideration. It can be helpful to develop a set of measures that provides a balance of internal and external measures.
Figure 4.12 Types of measures and data

<table>
<thead>
<tr>
<th>Type of measures</th>
<th>Definition</th>
<th>Type of data</th>
</tr>
</thead>
</table>
| **Resources**    | measures the amount of financial and human resources. | • total budget for the partnership  
                  |                                      | • council commitment to funding partnership  
                  |                                      | • amount of membership funds received  
                  |                                      | • number of contributing members recruited. |
| **Inputs**       | measures the number and type of inputs. | • number of businesses within town centre  
                  |                                      | • type of businesses by size, segment, rateable value  
                  |                                      | • rateable value  
                  |                                      | • number of empty premises. |
| **Process**      | measures how efficiently resources are deployed. | • average time to process membership  
                  |                                      | • % of applications processed within one month  
                  |                                      | • number of interviews/stakeholders consulted per month. |
| **Outputs**      | measures the number of outputs that are delivered. | • numbers of new business start ups  
                  |                                      | • number of membership packs produced  
                  |                                      | • number of town centre marketing materials distributed. |
| **Outcomes**     | Measures whether the outputs that are being achieved are delivering the expected benefits. | • increase in town centre foot-fall  
                  |                                      | • user satisfaction with town centre  
                  |                                      | • increase in new businesses in the area  
                  |                                      | • arresting rate of business drop-outs  
                  |                                      | • decrease in incidents outside pubs and nightclubs. |

Different measures take different amounts of resource/capacity to collect, record and report on. Outcome measures can be particularly resource-intensive to collect. Therefore, the amount and range of measures needs to be scaled according to the resources that the partnership has at its disposal. Spending too much time measuring progress can be counter-productive.
Nevertheless, partnerships should aim to track performance based on the achievement of their strategic objectives. Simply relying on pre-existing measures that are readily obtainable may not be the best way to assess the impact that the partnership is having on the town.

The following figure provides a template to create strategic measures:

### Figure 4.13 Creating strategic measures

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Measure type</th>
<th>Type of data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Objective 1 – eg</td>
<td>outcome.</td>
<td>public perception survey quarterly.</td>
<td>improvement of one perception rating point per year.</td>
</tr>
<tr>
<td>improving the cleanliness of the town centre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Objective 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Objective 3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Is it a good measure?

The following set of principles can help to guide the development of strategic measures:

- **Measure what matters:** performance indicators should be relevant to the strategic objective and focus on those issues which are key to achieving the objective. Issues should not be measured simply because they are easy to measure, or interesting to know.

- **Have a balanced view of performance:** It is important to measure different aspects of performance. Doing this means thinking about the resources, the process and the outcomes.

- **Keep it manageable:** the partnership should not attempt to measure everything – if it does, it will get lost in information and will be unable to see the key messages that emerge.

- **Make them meaningful:** it is important to think about whom the information will be reported to and make sure that it will mean something to them. If the objective is to improve the town centre for citizens, this means ensuring that what matters to them is actually improved and that these improvements are measured.

- **Make sure you can influence the result:** the partnership needs to ask itself whether or not it can influence the result – if it is unable to do something about it, then there is no point in measuring it.

- **Make somebody responsible for it:** When assigning roles, the partnership should ensure that somebody is responsible for collecting the information and that somebody is responsible for meeting the target and owning the performance indicator.
Figure 4.14 Developing strategic measures in Lincoln

When developing strategic measures it is tempting to rely on pre-existing data sources, many of which are output-focused; for example, lots of local public service information is provided in this format and is in the public domain, particularly crime and disorder statistics. If possible, it is better to focus on measures that give some indication of outcomes or a sense of additional delivery above that which is already paid for by our taxes. These measures often have to be developed ‘from scratch’, but the evidence is far more useful to stakeholders. For example, a business owners may not be too interested in tracking foot-fall figures, but will be very interested in the monthly effect they have on his/her bottom-line. This requires a frank and transparent approach to measuring performance and sometimes a sharing of anonymised data between the public and private sectors.

As part of our BID Business Plan in Lincoln, we developed a typology of performance measures that fall into the following categories:

- Project Level Outputs – Measuring agreed outputs of the various BID projects
- Strategic Objective Key Indicators – Measuring KPIs for each of the strategic objectives
- Programme Outcomes – Collation of data in relation to the overall outcomes of the programme

We formally measure progress against these measures quarterly and report back to the board. This provides a much more holistic and comprehensive look at success and really proves the added value that the BID and Lincoln BIG is adding to the town centre.

See the Lincoln Business Improvement District Business Plan for an example of town centre strategy with clear performance measures
www.lincolnbig.co.uk/BID_Business_Plan.pdf

Matt Corrigan, Lincoln Business Improvement Group (BIG), TBA
4.7 Step 6 – Performance reporting

Progress towards delivering strategic objectives should be reported on at least an annual basis. However, it is good practice to monitor performance on a more regular basis than this, perhaps monthly or quarterly, so that actions can be taken to improve performance where necessary. The partnership will therefore need to make sure that it has arrangements in place to be able to collect the required performance information in a timely fashion.

As with other elements of strategy development and performance management, the frequency should be scaled appropriately for the size and scope of the organisation and its resources. Developing alliances with some of the organisations that would have access to key sources of information may be a way of facilitating this process (e.g. the police with crime statistics).

When the information has been collected, it should be reviewed to check whether the initiative is on target to meet the performance target. If the target is based on an average level of performance, such as the ‘average number of days to process an application’, then the partnership will be able to compare the average monthly level of performance with this target. This will give an idea of whether or not the target is likely to be met.

If the target is a cumulative target, such as ‘to have collected 90% of the income due by the end of the year’, then the partnership should profile how much it expects to be collected each month over the year, so that it can compare its monthly collection figures with that profile to see whether or not the initiative is on target. If it is not on target, then the partnership should consider what actions it can take to improve the level of performance.

The partnership should report progress against its strategic measures to the appropriate people at regular intervals. For example, the Town Centre Partnership Board, or the local authority, so that they are able to see what progress is being made and so that it can ask them to authorise any necessary actions needed to improve performance.

Tool 15 provides a few examples of town centre partnerships performance reporting.
Chapter 4 Major Learning Points

- TCPs should play a more strategic role by providing a forum for strategic discussions and decision-making focused in the development of a strategy for the town centre.
- A strategy and performance management (S&PM) framework links plans with the behaviour that delivers results.
- TCPs should facilitate the development of a S&PM framework for the town centre through six steps: Context, Vision, Strategic Objectives, Initiatives and Actions, Measures and Reporting.
- This process helps to develop an evidence-based strategy which draws together elements from the range of local strategies, as well as a detailed action plan which helps clarify responsibilities, linkages between partners, resources and timing for the delivery of the strategy.
- The outputs of this process may take the form of a Town Centre Strategy document and an Action Plan (or Business Plan) document which inform, guide and coordinate the actions of key stakeholders towards achieving a vision and associated objectives for the town centre.
- The strategy should incorporate strategic measures and a plan for monitoring and reporting progress.
- Partnerships can apply these steps whatever the local situation, stage of development or sophistication present in their areas; for TCPs which are not in a position to play a strategic role in their town centres, the priority should be to develop a S&PM framework to enhance their formality at the same time as they increase their strategic positioning.
Chapter 5

Governing a Town Centre Partnership

At the end of this chapter you will know how to...

- Form key partnership governance and delivery structures
- Define roles and responsibilities for those structures
- Establish structural linkages with your partnership landscape
- Develop governance documents
- Choose a partnership (legal) vehicle
- Change your governance and delivery structures to suit your partnership development needs.

5.1 Introduction

What is governance and why is it important?

Partnerships are subject to the same principles of accountability for public money that apply to corporate bodies, although these can be confused and weakened by the complexity and ambiguity generated through cross-organisation working typical of a TCP. As seen in Chapter 4, many partnerships do not have the management systems in place to demonstrate value from the use of public money; this is often a symptom of weak governance in the partnership (eg unclear roles and responsibilities or governance procedures). Citizens and businesses in a town or city centre need assurance that public money is spent wisely by TCPs and that tangible improvement is being attained as a result.

Governance in the partnership context is ‘the framework of accountability to users, stakeholders and the wider community, within which organisations take decisions, and lead and control their functions to achieve their objectives’6. For TCPs, the governance framework overlaps with the delivery arrangements of the partnership due to the fact that most partnership members tend to play both a governing and delivery role.

The way in which governance arrangements for a partnership are configured – the FORM of the governance framework – should reflect, and be adapted in response to, the FUNCTION of the partnership. The function of the partnership is shaped/determined by the strategy and stakeholder base.

6 Audit Commission – Governing Partnerships – Bridging the accountability gap 2005
The purpose and framework of this chapter

This chapter examines how Town Centre Partnerships establish a sound governance framework. It begins by providing a basic overview of the typical structures and roles of a TCP. It then identifies seven key elements of an effective governance framework and sets out a practical, step-by-step guide to how it can be applied in a Town Centre Partnership to ensure it is governed effectively. In practice, these are progressed in parallel and iteratively; however, we will address each topic separately in the following section.

Figure 5.1 Seven key elements of effective town centre partnership governance

![Diagram showing seven key elements of effective town centre partnership governance]

- Set up partnership constitution/ terms of reference
- Form a town centre partnership board
- Choose a town centre partnership board chair
- Choosing a partnership vehicle
- Set up, and appoint to a town centre manager role
- Set up membership for the town centre partnership
- Formalise links with local partnerships

*Bringing it together – Governing in practice*
Before you start – understanding your level of formality

Use Figure 5.2 to identify which stage of development best describes your partnership in terms of governance and delivery capacity. Doing this will help to clarify your partnership development needs and your own objectives when navigating this chapter.

Figure 5.2 Governance and delivery capacity formality stages

<table>
<thead>
<tr>
<th>Immature</th>
<th>Established</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>• limited delivery capacity (no dedicated TCM)</td>
<td>• dedicated TCM and working task forces</td>
<td>• enhanced delivery capacity for projects and services in the town centre (including a specialised delivery team)</td>
</tr>
<tr>
<td>• informal steering group leading the partnership (most likely unbalanced)</td>
<td>• functional board made up of some key private and public sector stakeholders in the town centre</td>
<td>• board has a public-private balance in which both sectors play their roles in delivering value to the town centre</td>
</tr>
<tr>
<td>• project teams are formed on an <em>ad hoc</em> basis</td>
<td>• agreed partnership terms of reference</td>
<td>• board is chaired by a figure able to act as inspiration and ambassador for all partners</td>
</tr>
<tr>
<td>• unclear roles and responsibilities</td>
<td>• some accountability mechanisms</td>
<td>• TCP has clearly defined associations with other partnerships in the area and delivery organisations</td>
</tr>
<tr>
<td>• poor terms of reference or accountability mechanisms</td>
<td>• membership system covering a significant number of stakeholders in the town centre</td>
<td>• established board made up of key decision-makers and representatives in the town centre</td>
</tr>
<tr>
<td>• informal links to the partnership landscape.</td>
<td>• some links to the partnership landscape</td>
<td>• established and evolving terms of reference, accountability mechanisms and partnership vehicle</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• robust membership system covering a large number of target town centre stakeholders and highly active in delivery, funding and governance activities.</td>
</tr>
</tbody>
</table>
5.2 Understanding the core structures and roles of Town Centre Partnerships

All Town Centre Partnerships have different starting points. The starting point may be a single group of people getting together to share ideas about their various interests in the town centre. It may be a group of businesses meeting with public sector providers to discuss services that are being provided and ways they could be improved. Alternatively, it may start within the local council, with officers in a directorate wanting to coordinate their town centre work with other council colleagues and key town centre stakeholders.

A review of TCP involved in the BTCP indicated that despite their starting points, successful TCPs quickly mobilise into a basic structure, supported by key roles, systems and processes. This is illustrated in Figure 5.3 below and consists of a TCP board, a TCM and other executive resources (eg BIDs manager, support staff), task groups, partners and membership (sometimes called assembly or AGM).

**Figure 5.3 Typical TCP structure**

![Typical TCP structure diagram]

Figure 5.4 below summarises the key governing and delivery roles for the different parts of the typical partnership structure;
### Figure 5.4 Governing and delivery roles for TCP structures

<table>
<thead>
<tr>
<th>Town Centre Partnership role/group</th>
<th>Key governing roles</th>
<th>Key delivery roles</th>
</tr>
</thead>
</table>
| **Board**                        | • taking strategic decisions on behalf of the partnership (structure of the partnership; scope/remit; business plan)  
                                           • monitoring progress in the work of the partnership, and giving direction on any changes required.  
                                           • giving an account of activities and achievements to the membership of the partnership. | • selecting and managing the TCM and other executive resources  
                                           • in some cases the board members would also have delivery roles as heads of task groups or by leading a functional area (e.g., finance, marketing) |
| **Town Centre Manager**           | • accountability to the board/usually being a member of the board  
                                           • supports the board in communicating progress to the membership. | • day-to-day management of the task groups and other executive resources to deliver the business plan  
                                           • undertaking regular (two-way) communications with partnership members and other partners and stakeholders.  
                                           • updating the board on key issues emerging from communications.  
                                           • undertaking partnership development tasks according to direction from the board  
                                           • perform most fundraising activities. |
| **Sub-Groups (or Task Groups)**   | • providing feedback for the development of business plan, depending on task group remit  
                                           • reporting progress to the board and responding to feedback from the board. | • acting under the direction/remit given by the board of the partnership  
                                           • focusing on a particular objective, functional area or set of activities  
                                           • working with the TCM to deliver the business plan. |
### Town Centre Partnership role/group

<table>
<thead>
<tr>
<th>Partner organisations</th>
<th>Key governing roles</th>
<th>Key delivery roles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• providing feedback and advice for the development of the business plan.</td>
<td>• supporting delivery of key partnership or town centre strategy initiatives falling in the remit of the partner organisation.</td>
</tr>
<tr>
<td>Town Centre Membership</td>
<td>• holding the partnership board to account (through for example the AGM)</td>
<td>• getting involved in partnership activities, including the work of sub-groups, by providing time, support and funding.</td>
</tr>
<tr>
<td></td>
<td>• providing feedback on the activities and achievements of the partnership.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• taking part in election processes for partnership positions (as appropriate)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• selecting board members.</td>
<td></td>
</tr>
</tbody>
</table>

The key governing roles/links described will apply to specific task/issue that the partnership tackles. The nature of these tasks/issues (e.g., reducing crime in the town centre, setting up a forum for small business) will be set by the strategy of the partnership.

### Developing complex partnership structures

There are a growing number of ways in which a TCP organisation, and its structure, can develop over and above this. However, there is no simple model or clear route map here. Individual circumstances strongly influence the developments chosen. However, there are some lessons that can be applied to partnerships considering how they might best develop.

See [Tool 16](#) for three examples of how town and city centre partnerships have developed their structures to support their business needs:

- Birmingham – a partnership structure incorporating a number of BIDs
- Reading – a partnership structure to deliver economic development
- Coventry – a partnership structure to deliver major city centres services and BIDs.

The examples look at what those structures are, what has led them to be developed, their strengths and weaknesses and what general lessons there are for TCPs.
5.3 Form a Town Centre Partnership board

The value of the board

The board is at the core of the partnership structure. The value of the board is summarised in Figure 5.5. In essence, a board gives clarity as to who is in control, via a group representing the appropriate interests in delivering town centre developments.

Figure 5.5 What value does a town or city management board provide to the partnership?

- facilitates stakeholder engagement and buy-in to partnership decisions
- grows the sphere of influence of town or city centre management
- gives collective direction on specific issues
- increases accountability both between members on the board and between the town centre partnership and the town centre stakeholders
- brings together technical and local expertise in key work areas for the partnership (e.g., media, service delivery, sector relationships)
- helps confidence as it is familiar – businesses recognise a traditional board structure
- provides direction and increases the speed of decision-making
- it is part of a recognised legal structure to raise revenue and get access to other resources
- formalises partnership arrangements independently of any individual partner organisation (e.g., local authority) and gives credibility to all sectors
- helps to manage and diversify risk.

Summary from delegates' feedback, BTCP launch event, May 2006

Once there is some clarity on a vision and strategy for improving the town centre, it will be important to set up a board. The group of individuals on the board will complete or confirm vision and strategy (as appropriate) and drive forward its implementation.

Recruiting board members

A board should aim to represent the broad variety of interests in the town centre. The board should be comprised of members from a broad cross-section of the public and private sectors in the town, whilst remaining an effective and manageable size. Most partnership boards have at least 10 people on them, but many limit the maximum size of the board to around 20 people.
Co-opting representation from a broad range of backgrounds provides the experience necessary to deliver the partnership’s strategy and action plan. Dominance in the partnership governing body by either the public or private sector is generally not advisable (as discussed in Section 2.3). To get the balance right, a TCP’s board should aim to:

- include **key decision-makers from the public sector** to be able to drive decisions that affect public services in the town centre with confidence and pace
- ensure **private sector participation in decision-making** (ie from the different types of businesses in the town centre) – town and city centres are predominantly composed of businesses, which provide an important source of funding for local services. Additionally, businesses tend to engage better when it is clear that the private sector is playing an active and leading role
- **allocate places on the partnership to people holding certain posts** in both private sector companies and public sector organisations (not the individuals themselves), to allow for turnover of staff, and participation from those who are committed by virtue of their ‘day job’
- aim for the participation of **other individuals and organisations**, (eg the press, and community groups), who have much to offer (eg the media can provide significant opportunities to promote the partnership’s work).

These representatives need to be of a sufficiently senior level to be able to agree to and act on decisions made by the board. The board will very quickly lose credibility if it agrees a course of action but cannot implement it. Chapter 3 provides guidance on how to identify and engage potential candidates.

Finally, remember that the membership of the partnership board will need to change over time, and there is an ongoing job to ensure that the board remains vibrant and active.
Figure 5.6 Top-10 tips when recruiting partnership board members

1. Identify the board characteristics you are looking for – including numbers, degree of seniority, public-private balance, key individuals, new faces, time availability etc

2. Write a job description for your board members, so that everyone knows exactly what is expected

3. Launch your recruitment campaign – use various communication channels to make people aware that you are recruiting board members

4. Ask around for names of good potential candidates and have conversations or ‘interviews’ with them

5. Sell the opportunity – be ready to explain reasons behind wanting someone in the board, benefits for them and commitments of being a board member

6. Look for passion – passion about the town centre and about the partnership is a key criteria

7. Be selective – consider the value that ‘self-volunteered’ candidates bring to the table, not everyone can be a board member

8. Allow for an ‘emerging’ board – as the partnership develops, the board may need to adapt. Approach board membership changes with transparency

9. Balance fresh ideas with experience – the usual suspects are not necessarily the best

10. Be flexible and keep people involved – eg by offering other responsibilities (eg chair or member of a task group).

In order to recruit members for the board, the partnership needs to be clear about the role that each board member and the board as a whole should be playing. See the section on ‘terms of reference’ below for examples.

5.4 Choose a TCP board chair

A TCP board chair is a key figure in presenting the ‘face’ of the partnership and in leading its work. The chair’s leadership will be important and influential in building trust and good working relationships between partners across sectors, and in bringing energy and action to the partnership’s work.
Figure 5.7 Choosing an effective TCP board chair

An effective chairman will be:

- **a leader**: he or she must have vision and be able to translate that vision into a clear, shared understanding of what the town centre should be in the future and how it will be achieved
- **a figurehead**: the chairman will be an ambassador for the partnership, providing a sense of continuity
- **politically aware**: they need to be politically aware and appreciative of local authority priorities and constraints
- **a communicator**: they need to be a motivator with the ability to inspire at all levels
- **a manager**: the chairman should play an important role in managing the TCM’s performance.

*Boots (2006) Town Centre Management – Steering and Working Groups*

An effective chair can come either from the public or from the private sector. However, the person with the qualities most suited to this role will need to be judged according to local circumstances (see the figure below for an example scenario).

Figure 5.8 Example scenario in selecting a chair

Town Centre Partnerships often start life in the public sector, specifically in local councils. In this case, the partnership can be perceived as a body that is ultimately controlled by the council. Non-council partners may be reluctant to take part, and the partnership may lose out as a result. In this scenario, an individual from a private sector organisation (who has leadership skills and ability to build trust across sectors) would be a strong candidate for the role of board chair.

However, a balance should be maintained with strong leadership support from a range of key partner organisations, in particular the local council. One possible way of ensuring this involvement, when a private sector chair has been appointed, is to appoint a vice-chair from the council.

It is also important to consider the time the chair is able to give to the role, as this is crucial in ensuring the partnership’s leading figure is able to deliver in practice what is needed. This delivery should be worked out alongside that of the town centre manager, and a good working relationship between the chair and town centre manager is fundamental to the partnership’s success.
5.5 Set up and appoint to a town centre manager or equivalent

There is much work to be done in a fledging TCP to set up the foundations and infrastructure, and to engage key stakeholders in the work of the partnership. In addition, there is an ongoing role in sharing information with the wider population of stakeholders, discussing issues further with certain key individuals and tackling specific problems (to demonstrate that the partnership can have detailed influence, and can facilitate improvements).

Individual(s) need to be responsible for this work, reporting to the board. If this does not happen, progress will be slow and the partnership is in great danger of stagnating, even though it has only just been formed.

The most common way of doing this is by appointing an individual as a town centre manager. The most common roles of the town centre manager are included below:

**Figure 5.9 What is the role of a town centre manager?**

1. Developing the partnership
2. Realising projects and leading actions
3. Representing the partnership
4. Looking for investors
5. Understanding the centre
6. Managing the town centre structure day to day.

*From: The Town Centre Manager (Lead Partner AMCV)*

It is worthwhile adding that, in practice, the town centre manager's ability to provide an effective secretariat to the partnership will be very important in establishing the partnership's credibility, especially with the private sector. Meetings and reports that assist the partnership, and especially its board, in making clear decisions quickly is highly valued.

An informal partnership is not likely to be able to appoint staff itself. One of the partners usually does this on behalf of the partnership. However, it is important that a town centre manager is seen to work for the TCP as a whole (and the board in particular), as opposed to the employing organisation. Line management responsibilities should be carefully set up to account for this.
This is an important and significant step forward for a new partnership, and requires what will probably be the first significant expenditure on resources. This is funded in a variety of ways, but usually by a combination of regional government, local government, local businesses and stakeholder organisations.

For new, small partnerships, appointing a full-time town centre manager may be a bit more than is required, or more than can be afforded. The partnership can instead, for example, second a member of staff from a partner organisation on a part-time basis.

See Tool 17 for an example of a TCM job description.

Further information can be found in the ATCM document ‘Town Centre Managers – Selection, Management, Development’

5.6 Set up membership for the TCP

The TCP will be most effective if it is able to engage with a large and wide-ranging number of individuals and organisations with a stake in the town centre. A membership system is a good way to formalise and secure commitment and to create networks for sharing information.

However, a membership system takes time and effort to operate; in particular, potential members may need convincing of the benefits of membership. Members of the partnership need to see the benefits that they will receive in order to join, and continue in membership. For example, for businesses, a more attractive town centre environment, which leads to better business performance, is likely to be a key benefit.

Figure 5.10 summarises the benefits that both a TCP and members may get out of a membership arrangement.
Benefits of membership to the TCP

- There is accountability; the membership base provides challenge to the Board, ensuring it is delivering in line with the needs of key stakeholders;
- There is communication and engagement; members should be a receptive channel for messages. This is likely to lead some members to be more supportive of the Partnership’s work, and others will take part as a result; and
- There is funding; many membership schemes bring in funds to the Partnership.

Benefits of membership to members

- To best develop the potential of the Town Centre, and enable it to best compete
- To make activities and strategies of individual businesses more effective
- To address difficult issues that require contributions from a number of parties
- To enable participation in a unified network of influence

From: The Town Centre Manager (Lead Partner AMCV)

Who should the TCP look to become members?

There is a wide range of potential members for a TCP (as discussed in Chapter 3). The organisations targeted for membership will depend on the areas/issues that the partnership is looking to focus on. The partnership will be most successful in addressing its key issues if all organisations with a stake in any such area/issue are brought together.

Should membership fees be used?

Most TCPs start life being funded by a combination of funding sources including private sector tenants (eg retail businesses) and landowners, local government, income from/for town centre activities and regional government. The balance between these possible sources of funds depends on local circumstances. However, all these possible funding avenues should be explored including contributions from local stakeholders or members. A successful membership fee system will depend on the extent to which the partnership is able to demonstrate that fees will be an investment in enhancing the trading environment and providing benefits back to members (this is explored further in Chapter 6).
5.7 Formalise links in the local landscape

It is important to establish the fledgling partnership on the ‘local map’. The links made and communications shared will provide opportunities for the Town Centre Partnership to be supported in its role. It will also help to avoid duplication of roles with other local partners/partnerships that have a similar remit.

This section outlines the organisations and partnerships with whom the TCP should look at forging links. It also suggests a number of strategies for making these links (following from the analysis of the partnership landscape in Section 2.2 and the analysis of stakeholders in Section 3.3).

**Making links – with whom?**

Usually the most wide-ranging/overarching partnership in the local area is the Local Strategic Partnership (or LSP). This is a good place to start when identifying local partnership activity. LSPs have been set up since the early 2000s across the country. There should be an LSP for every local council area in England now. An LSP is responsible for promoting the economic, social and environment well-being of its local area. It is a partnership with membership and representation from public, private, voluntary, community and faith sectors.
Figure 5.11  Engaging with LSPs

- **Mixed experiences** – While some TCPs see LSPs as distant, lacking transparency and accountability and having little ability to address local issues, others see them as responsive and active, with robust plans for action based on feedback from stakeholders, including businesses. Anecdotally the differences in LSP experience had some root in the area covered by the LSP. Good LSP experiences were cited for smaller areas with a single Town. LSP experiences cited for larger areas where the LSP covered a number of Towns was less positive. Experience in London was that LSPs could be too limited in their scope to engage some retailers. Broader, more strategic bodies needed to be sought. An example given was of the North London City Growth Board.

- **Suggestions for engagement** – included; TCP Chairs having places on the Board of the LSP, or a theme group of the LSP; TCP feeding into the development of the Sustainable Communities strategy being produced by the LSP; and participation in work on the “fourth block” of the LAA (which includes measures on vacant unit rates, business confidence and visitor satisfaction). Trust between partners and ownership of the agenda by businesses was felt to be key in making a positive LSP relationship work.

- **Cross-boundary working**: Cross-boundary work between TCPs, linked to LAA work, is positive and possible. It is better to lead on these initiatives and then look for opportunities to link them to the LSP rather than looking to the LSP to facilitate this type of initiative. Example: a tourism-based initiative, linking a number of Towns covering three local authority areas, which has been developed by organising meetings of representatives from appropriate councils and town centre partnerships, planning actions as a group and then linking back to LSP / LAA activities and targets (as appropriate) rather than the other way round.

Output from breakout group, BTCP National Event, November 8th 2007, Derby

Another important partnership of relevance to the town centre is the Crime & Disorder Reduction Partnership (CDRP). Each local council area in England must have a CDRP (it is a legal requirement). It is led by the police and the local council. It will be important to link with the local CDRP for any work concerning crime and community safety.

Additionally, there are likely to be business-based groups or partnerships with which a new Town Centre Partnership will want to build links. For instance, the Chamber of Trade or Commerce is likely to have groups or networks that will be relevant to town centre work.
Making links – how?

Links with partners and partnerships are handled ideally by inviting partners to become involved with the partnership. However, there are always likely to be partners or partnerships that need linking with, but which are not members of the Town Centre Partnership.

It is important to understand the desired outcome from formalising relationships with other organisations and partnerships. These may be to:

- build awareness of the work of the partnership
- attract funding for the partnership
- share resources and collaborate on projects.

Where the objective is to build awareness, three activities merit consideration:

- send a written progress report – an efficient solution, but engagement will not be particularly strong
- provide a face-to-face briefing on partnership activity/achievements/plans as part of a meeting held by a partner organisation (with other agenda items) – this is good for general contact and building awareness, but may not lead to further action in of itself
- organise a meeting concerning the partnership with a specific individual/specific individuals – this will increase the level of engagement, and make it personal.

If the link is about enabling collaborative working across organisations with similar remits, it can be helpful to have a member of the Town Centre Partnership who is also a member of the partnership (or partner organisation) with which the link is being made. For example, a TCP board member might also chair the Crime and Disorder Reduction Partnership.

People who ‘wear two hats’ can create valuable linkages. Remember though that this is a potentially time-consuming form of engagement.

One of the strongest forms of linkage is for the TCP to have a part of its operation in common with an, often bigger, partnership. In the case of an LSP, an example linkage is for the TCP (or a part of it) to become a part of the economic development block of the LSP’s operations. In the case of a CDRP, the crime/community safety part of the TCP’s operations could also act as the town centre arm of the CDRPs operations. This is the case in Chester City Centre. These types of linkages enable a very joined-up approach that avoids duplication and can make better use of limited resources in a town or city centre.
5.8 Set up the partnership’s 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.

It is vital, however, because partnerships are fluid and dynamic, that governing documents are subject to regular review – to confirm that current arrangements remain ‘fit for purpose’, as well as providing partners with the opportunity to raise fundamental issues which they would not get the chance to do as part of everyday business.

Where town centre governance arrangements are established, on a sound basis initially, it provides a platform for the development of more formalised arrangements going forward. A properly thought through and drafted Partnership Agreement or Terms of Reference, with the processes and culture that are developed around it, form the basis of constitutional documents required by the regulatory framework for incorporated entities (or companies). This is explored in more detail towards the end of this section.

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 in Tool 18. It is important that each Town Centre Partnership determines what it needs, taking into account the aspirations of the partnership and its members and any legal requirements. The main elements to be included are:

- name of the partnership
- aims and objectives and scope of operation
• membership, including board 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.

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 – but because there are likely to be implications for partner organisations or the partnership itself in terms of the obligations and liabilities they have committed to – it is always advisable that a legal professional is involved in the drafting, or at least in reviewing the document.

**Embed change in your Constitution/Terms of Reference**

As a partnership succeeds and grows there will be people who are willing and able to join and get involved. Also, over time, there will be partnership post-holders who will want to change their role for a variety of reasons. This topic suggests three ways where a partnership should take action to prepare for and manage the process of changing key post-holders.

The key is to be clear about the process that will be employed for appointing and removing the key post-holders in the partnership. This should be documented in the TCP’s constitution/terms of reference. It may be helpful to follow the following three steps:

1. **Start with considering a term of office.** Stating a term of office is a good and professional way to do partnership business. It shows respect for the effort being made by post-holders, allowing them to assess their future ability to fulfil the role as a natural course of events. It should allow key post-holders to be more specific in what they want to achieve in a given period, and to put extra energy into achieving it as a consequence. It also introduces the need to have a dynamic attitude with regard to key posts – planning for future changes as an ongoing part of business.
2. **Consider the process for appointment to key posts.** A few may be via a recruitment process, as for many jobs in business. However, others (eg posts on the board of the partnership) work via a process of nomination. Clarify who can make a nomination and how is this nomination approved or turned down. Partnerships often have constraints on the people who can be nominated for key posts to ensure that, for example, a balance of stakeholders is maintained. Constitutions are written to ensure that certain stakeholders have a place/places as of right. For example:

- the local authority often has a number of places allocated onto the partnership board, and the partnership constitution is written to allow the local authority to decide who should fill these places
- places on the board for certain types of town centre business are often enshrined in the constitution (for example places on the board allocated to independent retailers).

Having established the parameters within which nomination can take place, nominations are usually the responsibility of individual board members, with the board as a whole taking the final decision. In some cases, new board members go through a voting process with the participation of the wider membership (eg on the AGM).

3. **Consider the process for termination of appointments.** There are some situations where termination of an appointment will happen naturally (See Figure 5.11). However, other situations require more active management by the partnership and its board in particular. If these situations are covered in the constitution then the board will be able to deal with this and make an appropriate decision in the course of normal business. In some cases, removing someone from the partnership’s board may be a natural decision. This may happen when, for instance, the partnership has evolved or changed and the interests represented by a board member are no longer relevant to the partnership operations.
Figure 5.12 Situations where the appointment to a role in the partnership could be terminated

- A reason in law whereby the post-holder is prohibited from remaining in a role
- If the post-holder gives notice of their intention to resign or retire
- The post-holder leaves the position they held with a partner organisation
- The board decides at a formal meeting that the post-holder should be removed from office
- The partnership member who first nominated the person to the post ceases to be a member.

See the Twickenham Town Centre Management Board Terms of Reference, for examples of roles and responsibilities for different structures of the partnership at www.twickenhamtownt.co.uk/lib/tmp/cmsfiles/File/Constitution%203.rtf

Use ongoing stakeholder engagement work

Having got change in partnership roles embedded in the partnership's constitution/terms of reference, it is important to ensure that there is a robust strategy for managing this change. The core of this strategy will be stakeholder engagement work.

This is covered in detail in chapter 3. For the purposes of this topic, it is important to point out that the likely changes in key post-holders provide justification for an ongoing effort in stakeholder engagement. It is natural to make a concerted effort to engage stakeholders at key milestones in the partnership's life, especially when it is set up and launched. However, work on this in the ‘quieter’ periods of the partnership’s life will open up many valuable opportunities in the future.

Use partnership growth and new roles to give a development path

As the partnership succeeds and grows, important new roles will need to be added for members of the partnership. For example:

- leading work on a partnership support function (e.g., finance or legal work)
- leading a partnership project (for example the preparation for a Business Improvement District vote); and
- leading partnership work on an aspect of town centre service development (for example work to make the town centre a safer place, or work to improve the marketing of the town centre).

The possibilities that the partnership has for filling key partnership roles will gradually increase. The skills and experience that new people bring to the partnership may also open up other avenues for developing the partnership and its work.
5.9 Employing a partnership vehicle

Most Town Centre Partnerships are established initially as an informal partnership or unincorporated association. In other words, the partnership is not a legal entity. Informal unincorporated partnerships serve many organisations well, but it is likely that as a Town Centre Partnership expands the scale and scope of its operation, financial turnover increases and there is a need to employ staff and hold assets, it will be necessary to consider formalising the corporate structure – usually as a company. In this section, therefore, we consider the following issues:

- when to consider setting up the partnership as a company; and
- the different types of company structures, and what needs to be considered in selecting a company structure appropriate to the needs of the TCP.

Establishing a company, and the processes required for compliance with the associated regulatory framework, will require specialist business and legal input. Areas requiring specialist support and input are not covered in this guide – rather the focus is on informing the decision to migrate the TCP from an informal to a company structure and considerations for preparing for and implementing it.

Figure 5.13 Considering employing a company vehicle for the partnership?

**Ask the following questions:**

- Will the partnership employ people?
- Will the partnership manage big grants?
- Will the partnership buy and manage property?
- Will the partnership enter into large contracts?
- Will the partnership need to manage other significant risks related to its services?

*Adaptation from Bates, Wells and Braithwaite and Social Enterprise Coalition (2005) Keeping it legal: A guide to legal forms for social enterprises*

**Considering when to set up a partnership as a company**

In the early stages of partnership development, the cost and effort involved in incorporating the partnership are not usually warranted. Risks associated with operation are usually low, and liabilities minimal. Town Centre Partnerships tend to start life being involved in implementing discrete ‘low risk’ activities, such as stakeholder forums which shape strategy, rather than directly delivering projects and services. The light-touch regulation associated with informal partnerships may be more appropriate in the initial stages of development, as it allows more freedom for the partnership to develop in a way which is responsive to the local area and its priorities.
Partnerships which are at a ‘developing’ stage would usually be governed based on documented agreements and protocols which have no legal basis. There is a common misconception that if a partnership employs a company vehicle then it will automatically become more rigorous or professional in its operation. This is not the case. The same level of rigour/professionalism can be reflected in the ‘Partnership Systems’ of an informal or unincorporated partnership.

So what are the beneficial changes for a partnership incorporating to become a company? In the main, it is about creating the capacity to expand the organisation’s scope of operation and influence by:

- establishing itself as a separate legal personality from its constituent members – which allows it to operate in the partnership or company name, employing personnel, owning assets, borrowing money and entering into agreements
- providing a framework for managing risk associated with its activities – in particular by limiting the liability of its members or shareholders
- establishing ‘Perpetual Succession’ – the company can continue regardless of changes in membership
- establishing mutuality of decision-making through the obligations of shareholders, directors and officers to act in the best interests of the company, rather than in the interests of the member organisation to which they belong; and
- creating transparent arrangements for decision-making, performance and financial management through a defined regulatory framework, for example, accounts are open to public scrutiny through the Registrar of Companies.

Figure 5.13 provides some key questions that relate to the risks associated with expanding the organisation. If the answer is YES to a number of the questions, then consideration should be given to establishing a company vehicle for the partnership.

Note that answering YES to some of these questions does not necessarily give a positive indication for the need to employ a company vehicle. For example, some Town Centre Partnerships manage their funding effectively through a lead organisation such as the local authority. Similarly, partnership employees are sometimes employed by partner organisations which are legal entities in their own right. The key question is whether existing or planned scope of the partnership going forward requires that it is recognised as an independent entity, making its own decisions and being both accountable and liable for its actions. Further, that the independence of the entity allows others to identify and engage with its objectives and actions which are seen as truly independent from the individual plans and aspirations of constituent organisations.

The figure below summarises key characteristics of a partnership organisation where expansion in its scope of operation and influence suggests that it needs to consider incorporating as a company.
Figure 5.14 Benefits of incorporation for partnership growth issues

<table>
<thead>
<tr>
<th>Partnership growth issue</th>
<th>Benefits of incorporation</th>
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<tbody>
<tr>
<td>partnerships engaging in activities which incur risk and liability for individual partners (for example entering contractual delivery arrangements).</td>
<td>incorporating would enable a framework through which a partnership can better manage their increased risks corporately, whilst limiting the liabilities of the individual stakeholder organisations.</td>
</tr>
<tr>
<td>partnerships owning substantial assets or employing people to facilitate their activities.</td>
<td>incorporating allows the partnership to employ personnel, purchase and own assets in its own name – rather than in the name of one or more of its constituent partner organisations. This creates a clear framework of accountability where all shareholders and officers are collectively responsible for the partnership infrastructure and the decisions they make in relation to it.</td>
</tr>
<tr>
<td>increasing public confidence or safeguarding a social mission.</td>
<td>the regulatory framework which attaches to companies ensures that the partnership's dealings in assets, people, financial and performance matters are fully transparent – thus increasing confidence by internal or external stakeholders in certain types of company – see later – assets that are gifted to the partnership may be 'locked' so that they are secured to community or other social objective irrespective of the actions of individual stakeholder, or the winding-up of the company.</td>
</tr>
<tr>
<td>accessing/managing finance</td>
<td>incorporating will facilitate access to finance unavailable to unincorporated partnerships. This may be as a consequence of any increased capacity and external confidence generated (eg direct revenues generated from service delivery and trading), grants (eg from RDAs, local authorities or European initiatives), or arising from establishing the partnership as a legal entity, eg from borrowing, equity and tax benefits. An incorporated partnership is best placed to manage funding accessed via Business Improvement District status. Although incorporation is not a requirement, it is a good way of managing the risks and responsibilities associated with Business Improvement District funding streams.</td>
</tr>
<tr>
<td>mitigating the tax implications of revenue generation</td>
<td>where the partnership is likely to be dependent on revenue surpluses generated, it is relevant to assess the tax implications of entities. For partnerships that have a remit that can be established as charitable objectives – there may be a reduction in tax liabilities.</td>
</tr>
</tbody>
</table>
So if this stage has been reached and it has been decided that the partnership should adopt a company vehicle, the next section describes the key options.

**Selecting a company vehicle**

Almost all Town and City Centre Partnerships that have formed as companies use the Company Limited by Guarantee (or CLG) as their basis. A CLG is a popular form of not-for-profit company.

Other incorporation vehicles exist, but currently these are rarely in use. This is usually because of the lack of control required by these incorporation vehicles on distribution of profits/surpluses.

There are three main ways that Town and City Centre Partnerships develop a corporate vehicle for their operations, working from a CLG basis:

- Company Limited by Guarantee (with no additions)
- Community Interest Company (or CIC) or
- Charity.

Note that a Community Interest Company cannot be a Charity.

**Tool 19** contains a tabular description of each of these options. The description includes the main features and benefits of each company vehicle, weaknesses or difficulties in their operation, risks, and the stage of partnership development where they will be suited.

When aiming to compare these different vehicles, consider the following:

- a Charity model is the most different and distinct of the three. Tax reductions which apply to this mode may prove beneficial for a Town Centre Partnership that is set up as a charity. However, this must be offset against the tight constraints on partnership operations and the effort required to provide information to the Charity Commission on a regular basis.
- for partnerships that do not see overall value in becoming a charity, there is then the decision over whether to form as a Community Interest Company, or simply a Company Limited by Guarantee. Both have a public interest or not-for-profit basis.
- CIC is the newer form of company. A suitable constitution, to satisfy a ‘community interest’ test, must be adopted. A CIC is a more open to social enterprise than a CLG, with some limited distribution of surplus allowed in certain circumstances. So a Town Centre Partnership with a relatively large trading operation should consider CIC status. Note also that the nature and name of a Community Interest Company gives a clear public image of the purpose of the organisation.

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7 Note that Community Interest Companies and Charities do not have to be Companies Limited by Guarantee and can be based on other vehicles like a Company Limited by Shares. However, we focus on CLG-based CIC and Charity here.
• a CLG does not allow distribution of surpluses; they are all to be ploughed back into the company business. So the not-for-profit element of the business is very secure. However, there is no specific test required for community or public interest in a CLG

• both CLG and CIC operate under similar audit/accounting/tax regimes. General similarities between CLG and CIC indicate that the finer details of current and planned future operations of the TCP will determine which is more suitable. Remember that it is possible to change between the two without substantial upheaval.

Chapter 5 Major Learning Points

Governance in the partnership context is ‘the framework of accountability to users, stakeholders and the wider community, within which organisations take decisions, and lead and control their functions to achieve their objectives’

• Often partnerships that struggle to demonstrate the value of their activities have poor governance and delivery capacity

• The board should balance the representation from key town centre stakeholders, particularly the public sector and businesses

• The TCP board chairperson should have the qualities and the time to build trust between members of the board and to lead the TCP's development and activities

• The TCM should be visible in the high-street and focus on engaging stakeholders, facilitating communication between the TCP, the partners and members, and driving actions on a day-by-day basis

• A partnership’s membership should enable all key stakeholders to sign up and take part in the development and activity of the partnership, and to give funding support for the benefits they are receiving

• A TCP should build formal links with local partners, in particular the Local Strategic Partnership (LSP) and service-delivery agencies relevant to the town centre

• A good governance document sets out a clear mandate and process for operating and developing the partnership going forward in a way that is clear and accountable to stakeholders

• Partnerships should not rush to become incorporated unless their operations require it, unincorporated associations can develop formal governance arrangements.
Chapter 6

Funding and Financial Management

At the end of this chapter you will know how to...

- Extend the activities and influence of your partnership through developing effective arrangements for sustainable funding
- Plan what costs and functions are likely to be associated with the TCP as it develops
- Fundraise with a focus on initiatives that make a real difference in the town centre
- Manage a mixed portfolio of funding which allows for medium/long term planning
- Identify the characteristics which make some TCPs more fundable than others
- Establish credible financial management frameworks

6.1 Introduction

What is sustainable funding and why is it important?

Funding, and moreover its sustainability, remains a crucial issue for more than 80% of TCPs – with short-termism and a reactive approach to securing funding characterising the approach in many cases. TCPs are often under-resourced, with their activities restricted to small-scale projects funded on an ad hoc basis, meaning that they are unable to achieve lasting impact on the town centre or plan for change in the longer term suffering from a ‘nonvirtuous funding circle’ (see figure 6.1). The funding required for long-term strategic interventions on the town centre needs to be sustainable over time.

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8 'According to Communities and Local Government (2007) “The Development and Implementation of BIDs”, two-thirds of BIDS (in the study) have less than three full-time equivalent staff in management and administrative roles'
Chapter 6 Funding and Financial Management

Figure 6.1 The ‘Non Virtuous Funding Circle’

- Funding is ad hoc and is short in supply
- TCP forced to seek funding which doesn’t support long term strategy
- Potential funders don’t value TCP or feel inclined to invest in it
- Projects are short term, lack impact and strategic focus

Figure 6.2 Reliance on BID levy

Of the 25 BIDs in the ‘The Development and Implementation of BIDs’ (Communities and Local Government, 2007) study for which financial information was available, there were only four where the levy comprised less than half the value of budgeted expenditure for the first year of activity. In three cases BIDs were funded wholly through the levy. It is suggested that at least 40% of a BID funding should come from non-levy sources.

Common funding challenges faced by TCPs include:

1. **Local authority funding is rarely based on a long term strategic commitment** (eg Service Level Agreement) and therefore becomes vulnerable. This type of funding is vital for the sustainability of TCPs, as business will rarely continue to invest if there is no reciprocation from the local authorities.

2. **‘Free-riding’ businesses** that do not contribute to TCP funding (eg membership schemes) but benefit from it. This leads to a loss of value for contributors and decreased incentives for new joiners.
3. **Over-representation by minority stakeholder groups** may distort the priorities of business stakeholders in the town centre and act as a barrier to obtaining funding.

4. **Reliance on a single income stream** (e.g., the BID levy or other funder) for their ongoing operation which can cause major risks to the partnership (see Figure 6.2). For instance, many BIDs’ lack outcome-based measures\(^9\) and are not able to demonstrate added value at the end of a BID term.

5. **Pursuing one-off grants** linked to activities with no long-term benefits for the town centre.

6. **Time-limited funding streams** such as one-off capital grants, lead to viable, valued and successful schemes being unsustainable when short-term funding runs out\(^10\).

**The purpose and framework for this chapter**

A common factor in successful partnerships is a strategic, clearly-planned and deliberate approach to accessing funding and maintaining growth. The experience of successful TCPs has been used to create a sustainable approach to funding that supports the development and growth of the partnership. The approach is based on **four success factors** which evolve over time in relation to the degree of formality of the TCP – described by Figure 6.3 below.

*Figure 6.3  Success factors for sustainable funding*

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\(^10\) An example of this could be where the TCP procures the capital project through a Build and Maintain (BM) type contract arrangement thereby capitalising the sustainability of the scheme.
Chapter 6 Funding and Financial Management

Figure 6.4 The importance of a funding strategy

Growth by a multitude of projects and a plethora of funders is prone to the pitfalls of mission creep and inefficiency.

BOND (2005) Core funding strategies

Each of these success factors is discussed in detail in the subsequent sections of this chapter:

1. Success Factor 1 – a funding strategy: a management tool designed to ensure that fundraising efforts are effective, aligned with the strategy and targeted at making a tangible difference in the town centre. This section shows how to establish a strategic approach, which ensures that fundraising activity is focused on delivering benefit to stakeholders

2. Success Factor 2 – a managed portfolio of income: successful organisations make sure that they do not rely on a single source of income for funding activities which are essential to their operation. The TCP should have a mix of funding sources. In particular, it needs to have a plan to make sure that its ‘core costs’ – management, staffing and other infrastructure costs – are always supported by guaranteed funding or it may fold. This section looks at how to develop and manage a mixed portfolio of funding as the needs and aspirations of a TCP change

3. Success Factor 3 – a fundable partnership: there are a number of characteristics which will attract funders and encourage them to invest – as well as behaviours which will discourage investment. The TCP should ensure that it is set up to attract potential funders. This involves being clear about how the value provided by the TCP differentiates it from other organisations seeking funding in the town or city centre, and ensuring that its offer is delivering the agreed town centre strategy. This section should help readers to develop an understanding of the reasons why it can be difficult to get public and private sector stakeholders to commit funds, as well as helping them to differentiate their respective TCPs

4. Success Factor 4 – a partnership that delivers: robust financial management arrangements will allow the partnership to plan and manage its activities, and to demonstrate value for money to key stakeholders and funding partners. This section provides an approach to financial management which is tailored to help manage TCP affairs effectively, as well as helping to ensure accountability to stakeholders and funders

- Tool 20 describes the key challenges faced across each of these success factors throughout the partnership’s development.
Before you start

Understanding the type and levels of expenditure likely to be incurred by the TCP at key stages of partnership development, together with opportunities for funding, helps the TCP to focus on funding which contributes to the aims and objectives of the TCP, as identified within the town centre strategy, rather than becoming funding-led.

Use Figure 6.5 below to identify which stage of development best describes your partnership. This will help to clarify partnership development needs and management objectives when navigating this chapter.

Figure 6.5 Funding sustainability formality stages

<table>
<thead>
<tr>
<th>Developing</th>
<th>Established</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>What the TCP is likely to be spending money on</td>
<td></td>
<td></td>
</tr>
<tr>
<td>setting up the partnership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>core costs – some management and minimum staffing costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>one-off projects and initiatives which demonstrate the value of the TCP and encourage new stakeholders/funders to join.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>core costs – management, staffing, accommodation and other overheads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>spending on activities and projects is a significant proportion of the TCP budget</td>
<td></td>
<td></td>
</tr>
<tr>
<td>reduced number of longer-term commitments to deliver services and projects in a partnership’s own right or on behalf of others.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>core costs – need to grow to sustain level of activity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>spending on activities and projects is a significant proportion of the TCP budget and is significantly more than spending on core costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>achieved critical mass of activity with long-term funding.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### How the TCP is likely to be funded

<table>
<thead>
<tr>
<th>Developing</th>
<th>Established</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>No funding or limited funding from one of the following:</td>
<td>Some funding from at least two of the following sources:</td>
<td>Important levels of funding through a combination of multiple sources (more than three) of funding:</td>
</tr>
<tr>
<td>- one-off grants – for example, RDAs or LAs often fund the cost of start up</td>
<td>- recurring grants – for example, LA or business funding TCM or other core staffing</td>
<td>- recurring grants – for example, LA or business funding TCM or other core staffing</td>
</tr>
<tr>
<td>- recurring grants – for example, LA or business funding TCM or other core staffing</td>
<td>- in-kind support eg secondment of staff</td>
<td>- in-kind support eg secondment of staff.</td>
</tr>
<tr>
<td>- in-kind support eg secondment of staff</td>
<td>- grants or other project funding support</td>
<td>- grants or other project funding support</td>
</tr>
<tr>
<td>- grants or other project funding support.</td>
<td>- self-generated income eg from membership schemes, or a BID levy.</td>
<td>- Self-generated income eg from membership schemes, or a BID levy.</td>
</tr>
<tr>
<td></td>
<td>- income from commercial activity.</td>
<td>- income from commercial activity.</td>
</tr>
<tr>
<td></td>
<td>- income based on SLAs with stakeholders for services carried out on their behalf in the town centre.</td>
<td>- Income based on service level agreements with stakeholders for services carried out on their behalf in the town centre</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- future growth dependent on investment from external source to expand core activities.</td>
</tr>
</tbody>
</table>
Funding sustainability success factors

<table>
<thead>
<tr>
<th>Developing</th>
<th>Established</th>
<th>Advanced</th>
</tr>
</thead>
</table>
| • the partnership lacks most characteristics that funders are looking for. | • expenditure is linked to strategic objectives  
• materials being developed to attract funders  
• basic financial management arrangements in place. | • achieved a critical mass of activity with long-term funding and expenditure in core costs are less than projects costs  
• the TCP has robust financial management arrangements, a funding strategy and can demonstrate value to funders and take advantage of new funding opportunities. |

**Tool 21** contains a self-assessment tool to define the sustainability of a partnership’s funding.

### 6.2 Success Factor 1: A funding strategy

**What is a funding strategy?**

The funding strategy has a clear link to the town centre or TCP Strategy:

- it is a management tool designed to help the TCP plan its income needs in relation to the activities required to deliver its Town Centre Strategy
- it helps a TCP to prioritise the activities that will be included in the town centre strategy on the basis of the feasibility of funding such activities
- it is a ‘live document’, developing in constant interaction with the town centre strategy, to make sure that the TCP's fundraising efforts are effective and targeted at enabling activities which make a tangible difference in the town centre.

The funding strategy should include:

- the costs linked to all town centre strategy initiatives as well as TCP running costs
- sources of funding and funding opportunities available to the TCP
- tactics to access those funding opportunities; and
- the governance arrangements (ie board’s role) for the application and allocation of funding resources to initiatives.
How to develop a funding strategy

The fundamental starting point in developing a sustainable funding model begins with establishing who the key organisations are in the ‘partnership landscape’ (usually statutory with strategies of their own). Aligning the TCP strategies where possible and appropriate can often be essential when discussing or making bids for funding later.

When these basic elements have been addressed, the following steps can be undertaken:

(i) Understanding costing and funding gap

As discussed in Chapter 5, a town centre strategy should include initiatives to achieve every strategic objective. At this stage the TCP should:

- estimate the costs of each of these initiatives (if not already done) for their expected life (eg expected yearly costs of marketing initiative for a period of five years)
- identify running costs which are fixed for the partnership (eg TCM’s salary, office rental etc) and which should also be included in the budget
- link current funding commitments to particular initiatives or fixed costs
- identify funding gaps (shortfall)
- identify potential funding sources to cover the funding gap.

The first stage of the funding strategy could look like the figure below:

**Figure 6.6 Figure exemplifying initial budgeting and identification of funding gaps**

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Estimated cost</th>
<th>Committed Funding (funder)</th>
<th>Gap</th>
<th>Potential Funder for gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>eg marketing brochure</td>
<td>£5K per annum</td>
<td>none</td>
<td>£5K</td>
<td>RDA</td>
</tr>
<tr>
<td>eg town centre market (event)</td>
<td>£18K per annum</td>
<td>£6K for year 1 (membership fees)</td>
<td>£12K per annum</td>
<td>(?)</td>
</tr>
</tbody>
</table>
(ii) Identifying potential funding opportunities

After identifying the current position in terms of funding to deliver the town centre strategy, the next step should be a comprehensive process of identification of potential funding opportunities to close the funding gap. All sources of funding should be subject to a risk assessment based on their probability of being achieved and their impact on the project in question.

The following should be considered:

- best-practice approaches which have been successful for other TCPs
- funding opportunities existing in the local area (ie with public and private organisations in the ‘partnership landscape’\(^{11}\)) or which are accessible through the stakeholder base. This approach requires consultation with the stakeholders to make sure that all possible sources of funding are identified and that key stakeholders feel informed and engaged to commit to fund some particular initiatives
- the regional, national and European funding context.

Further useful information can be found in:

- Tool 22 – which includes a list of funding sources and how to access them
- Tool 23 – which includes links to websites which can assist in identifying available funding sources.

In addition, the strategy should be regularly updated to reflect changes (eg availability of new funds).

(iii) Match opportunities with costs

It is important that each initiative and all fixed costs are matched to a funding source. In doing this it can be helpful to clarify:

- the priorities for funding: it is unlikely that funding sources will be matched to every initiative in the strategy. Therefore it is important to prioritise initiatives to ensure funding is channelled to the most important initiatives. A scoring system could help to identify key priorities
- the level of dependency between initiatives – whether funding of any particular activity is dependent upon other activities being funded to be viable; ie which projects/initiatives are interrelated or stand alone.

\(^{11}\) PricewaterhouseCoopers LLP (2006) BTCP Partnership Working Paper (Draft)
(iv) Tactics to access funding sources

A funding-led approach can involve the TCP in activities which do not have a major long-term impact on improving the town centre, or are not consistent with the agreed strategy. To avoid this pitfall it is helpful to assess funding opportunities against an agreed criteria. The figure below sets out an example of the type of criteria that can be applied when analysing funding sources:

**Figure 6.7 Criteria to analyse funding sources**

<table>
<thead>
<tr>
<th>Funding assessment based on benefits estimation</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• does the funding opportunity identified fit with the strategic objectives and vision of the partnership?</td>
<td>• all sources of funding will have set criteria attached to it, care should be taken when assessing the funders’ criteria to ensure that it aligns with the strategic aims and objectives of the TCP</td>
</tr>
<tr>
<td>• if applicable, is the partnership likely to meet the basic eligibility criteria for the funding?</td>
<td>• the TCP may not wish to associate with certain funders (eg low-reputation companies).</td>
</tr>
<tr>
<td>• do the benefits of securing the funding outweigh the costs of securing it?</td>
<td>• a funding stream for which the partnership is not eligible is not worth pursuing.</td>
</tr>
<tr>
<td>• are there adequate resources available to support the funding application or activity?</td>
<td>• eg a small amount of funding or a tightly ring-fenced fund that requires a lot of effort to secure.</td>
</tr>
<tr>
<td>• is there enough time available to complete the application/activity to ensure a high-quality output to maximise success?</td>
<td>• increase the odds in favour of the initiative by developing knowledge on the key success factors of a winning application (eg stakeholder engagement, addressing priorities aligned to local or regional agendas).</td>
</tr>
<tr>
<td>• are risks associated with applying for the funding identified as low (if not are risks mitigated)?</td>
<td>• be aware of application timelines and ensure that every proposal is of the highest standard, otherwise both image and resources could be affected.</td>
</tr>
<tr>
<td>• does the funding application/activity complement the existing portfolio of funding?</td>
<td>• identify not only the benefits associated with accessing funding, but the costs associated with it (eg reporting) as well as possible risks (eg funding finishing after the first year).</td>
</tr>
<tr>
<td></td>
<td>• leverage existing funding commitments to access match funding sources and focus on closing funding gaps for priority costs</td>
</tr>
</tbody>
</table>
(v) Review and update

The funding strategy needs to be reviewed and updated periodically to reflect:

- changes and updates to the town centre strategy
- changes in funding sources (e.g., new available funding sources, or funding sources not available anymore)
- changes in the costs or funding status of initiatives: forward planning is important to understand the funding pipeline and funding gaps
- changes in funding governance arrangements and approval of funding activities
- changes in the evidence-base of the town centre that may increase eligibility or chances of success when applying for a particular fund (e.g., link to master-planning in the town centre, increased levels of deprivation surrounding the town)
- relevant expertise within the TCP or stakeholders with skills, knowledge and expertise in relation to securing local, national and European funding.

6.3 Success Factor 2: A portfolio of funding

Successful organisations make sure that they do not rely on a single source of income for funding activities which are essential to their operation. It is important to make sure that the TCP has a ‘fall back’ position if a crucial income stream fails. In practice, this means that TCPs should work towards a managed ‘portfolio’ of income which ensures that the key activities of the partnership are fully funded, guarding against the risk of over-reliance on a single revenue stream. This may include grants, project funding, income it generates through its own activities such as membership schemes, or a retail crime initiative.

The core funding model

We have already looked at how the TCP’s expenditure alters in relation to its degree of formality. The core funding approach is designed to help management think about the type and mix of income in order to:

- make sure that they are always able to pay for their core costs
- enable them to adequately fund their core costs to the level appropriate to the size and scope of their activities
- have alternative ways of funding these core costs and activities if an income-stream fails or is discontinued.

A way of approaching this, used by many voluntary and social enterprise organisations, is the ‘core funding approach’\(^{12}\). The core funding approach aims to create a balance of income sources within the funding portfolio which can be used to make sure that the TCP’s

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\(^{12}\) BOND (2005) Core Funding Strategies
core costs are always guaranteed. It is therefore a useful way of understanding what the optimum mix of funding sources in the portfolio should be. Set out below is a toolkit for applying the core funding approach which has been adapted for TCPs.

**Core costs**
A first step in developing a core funding model is understanding which are the TCP’s core costs and other types of expenditure. Figure 6.8 describes the different types of expenditure that a TCP might incur over time:

**Figure 6.8 Types of expenditure description and examples**

<table>
<thead>
<tr>
<th>Types of Expenditure</th>
<th>Description</th>
<th>TCP Example</th>
</tr>
</thead>
</table>
| Core costs            | expenditure budgets which need to be funded regardless of the levels of activity undertaken by the organisation. | • TCM and support staff costs (depending on structure of TCP)  
 • infrastructure costs (eg equipment, accommodation, stationery, website)  
 • servicing the TCP (eg meetings, communication and marketing, networking events). |
| Activity- or project-based | expenditure budgets directly connected with the cost of delivering projects and services. Activity-based expenditure will increase as the range and scope of partnership activity increases. |  
 • costs associated with developing projects/activities (eg procurement of consultant advice)  
 • costs associated with consultation throughout project (news letters/websites, meetings)  
 • direct costs associated with project or activity delivery, including capital cost and fees related to the project or activity (eg setting up Christmas lights, staffing and material costs associated with street cleansing or retail crime initiatives).  
 • sustainability budgets to ensure investment is maintained. |
### (ii) Core funding

Thought should be given to the types of income available and how they can be used to fund core costs and activities. The following figure summarises key core funding types and how these can be used to pay for the TCP’s core costs and activities/initiatives:

**Figure 6.9 Core funding types and uses**

<table>
<thead>
<tr>
<th>Core funding type</th>
<th>Funding examples</th>
<th>How it can be used to pay for TCP core costs</th>
<th>How it can be used to pay for TCP activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical</td>
<td>grants – one-off.</td>
<td>cost of setting up TCP.</td>
<td>pump-priming funding to test new initiatives.</td>
</tr>
<tr>
<td></td>
<td>grants – recurring.</td>
<td>direct contribution to pay for a staff member, accommodation etc.</td>
<td>full or part contribution to all the costs associated with delivering a project.</td>
</tr>
<tr>
<td></td>
<td>in-kind contributions.</td>
<td>secondment of staff member to the core establishment, accommodation, support services.</td>
<td>secondment of staff member to deliver project or activities.</td>
</tr>
</tbody>
</table>
## Chapter 6 Funding and Financial Management

<table>
<thead>
<tr>
<th>Core funding type</th>
<th>Funding examples</th>
<th>How it can be used to pay for TCP core costs</th>
<th>How it can be used to pay for TCP activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic</strong></td>
<td>project funding.</td>
<td>a proportion of costs are reserved to pay for core establishment costs.</td>
<td>direct funding of the costs associated with the delivery of a project.</td>
</tr>
<tr>
<td></td>
<td>self-generated income eg membership schemes.</td>
<td>contribution to core establishment costs.</td>
<td>contribution to delivery of activities and projects.</td>
</tr>
<tr>
<td></td>
<td>commercial income – surplus on trading activities.</td>
<td>contribution to core establishment costs.</td>
<td>contribution to delivery of activities and projects.</td>
</tr>
<tr>
<td></td>
<td>income from contractual or service level arrangements.</td>
<td>contribution to core establishment costs.</td>
<td>contribution to delivery of activities and projects.</td>
</tr>
<tr>
<td><strong>Developmental</strong></td>
<td>investment from partner funders or external borrowing.</td>
<td>initial contribution to fund expansion of core establishment costs.</td>
<td>enables structure which allows growth in project delivery in longer term.</td>
</tr>
</tbody>
</table>

Over time, the TCP should plan to use different sources of income to fund activities and core establishment costs in different ways so that they are always guaranteed. This is a useful way of understanding what the optimum mix of funding sources within the portfolio might be, as well as how they are used at different stages of formality. While tactical and strategic funding apply to all stages of funding formality, developmental funding is particularly suitable for advanced partnerships.

**Tool 24** describes each core funding type and its link to different stages of funding formality

**Tool 25** demonstrates with an example how the core funding model can be used to plan what a balanced portfolio of funding looks like to ensure that the core funding is sustained and not at risk through the withdrawal of funding at the whim of key funder.

### 6.4 Success Factor 3: A fundable partnership

In this section we explore the factors which contribute to growing a diverse and sustainable funding base and how to influence potential funders to invest in a TCP.
It is useful to think of the features which are likely to influence potential funders as the TCP’s ‘value proposition’. A ‘value proposition’ is a clear statement of the tangible benefits a stakeholder would expect to receive from the TCP – so that investing in it is an attractive proposition. The ‘value proposition’ for a TCP should create a positive perception and inspire confidence in funding partners that there will be a return on their investment which makes a difference to their business or organisation.

It is useful to think of the value proposition in three ways:

(i) how does the TCP add value to the town centre?

(ii) how do potential funders know about it?

(iii) what do the potential funders think of the TCP?

All these points link back to other chapters in this guide. The development of a partnership in all areas of formality helps to increase its fundability.

(i) What is the added value of the TCP?

Establishing a clear role and remit for the TCP, which is explained through the commitments it makes in published strategies and documentation, is key to making sure that stakeholders and funding partners understand and ‘buy into’ the opportunity. This will include:

- developing reports and marketing materials that describe the partnership’s track record
- developing a clear strategy and action plan – which sets out targets (ie how and when)
- matching services to needs – listening/providing services to meet needs of partners
- taking time to research and understand how the outcomes match those of the various stakeholders and potential investors, for example:

  a. local authority: priorities established by its corporate plan, the Local Area Agreement\textsuperscript{13}, ‘Master Planning Approaches’, any aspirations for additional commercial activity in the town centre – events, licensing of pitches, Local Strategic Partnership and/or Local Area Agreement targets

  b. retail: higher foot-fall, sales growth and reduced business cost eg by cutting crime or providing a means for direct communication with senior council officials

  c. Regional Development Agency: Regional Economic Strategy

  d. property owners: contribution to regeneration or other initiatives likely to contribute to the enhancement of the area

\textsuperscript{13} Local Area Agreements or LAAs set out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level. LAAs simplify some central funding, help join up public services more effectively and allow greater flexibility for local solutions to local circumstances.
• a funding strategy which identifies what funding is needed and when, therefore identifying opportunities for investment. In particular, what the short-, medium- and longer-term benefits of investment might be

• establish SLAs for services that are provided on behalf of local authorities which set out what has been agreed and at what cost

• where the partnership has some funding capacity of its own – recognise and support initiatives led by others through match funding

• where the partnership receives a contribution from membership income, preserve its value by making sure that the benefits of membership are only enjoyed by members (ie non-members will miss out on opportunities).

(ii) How do potential funders know about the TCP and its achievements?

Successful partnerships have a well-developed informal and formal communication network which makes sure that current and potential investors are aware of current and future opportunities to invest and to demonstrate successful outcomes. This has been discussed in Chapter 3. In addition, the following elements should be incorporated in the communication strategy:

• developing strong informal and formal networks with current or potential funders – it is important to make sure that the TCP is represented at key local forums – such as the LSP, Chamber of Trade, Chamber of Commerce – and that there is a network of contacts from the major stakeholders (major retailers, employers or property owners, independent trader associations, the local authority – senior officers, the Regional Development Agency, local regeneration partnerships and/or Urban Regeneration Company. For instance, having senior officers attending partnership meetings four to five times a year would increase the credibility of the partnership by facilitating decision-making and showing that the local authority is engaged and listening.

• using current funders as advocates for the TCP – it is important to make sure that they have a key message to sell and are aware of the short- and medium-term funding needs so that they can be played into conversations with others

• developing a clear approach to marketing the TCP – including a brand identity which identifies it as an organisation that is more than the sum of its stakeholder aspirations (ie an organisation in its own right, clearly identifiable with a set of values and objectives)

• establishing close relationships with the local media – to enable placement of messages about the TCP and in particular about its successes. Appointed spokespersons should always be available to comment on issues which affect the town centre from the viewpoint of those who have an interest in it.
Figure 6.10 Promoting TCP achievements

‘Create confidence in your partnership through making its achievements constantly visible…..always be available to provide a view that represents the interests of the city centre’

Paul Clement: Head of Ipswich Partnership

(ii) What do potential funders think about the TCP?

It is not enough just to communicate with key stakeholders about how the TCP can add value. All stakeholders and potential funders should feel comfortable that the partnership is a credible organisation in which to invest. This can mean demonstrating:

- **effective business leadership** – business-led and managed and independent of the local authority. A public sector chair may be politically unacceptable; however, the board should include senior public sector representation. Business representatives should constitute at least 50% of board members

- **public sector support** – political and officer support is critical; this can be demonstrated through direct funding, funding in kind through access to public sector resources, recognition of the TCP within key policy documents and strategic reports and participation in the partnership

- **acknowledgement of differentiated interest** – reduced levy in recognition of the contribution already made to services and reflecting any contribution by property owners

- **a well-structured and organised business** – including a documented strategy, a performance management framework, appropriate governance arrangements and potentially a corporate structure which is independently regulated

- **credibility through effective financial management** – see next section

- **third-party accreditation** – for example, committed to achieving standards within the safer shopping award www.brc.org.uk/aabc/saferbusinessaward.htm.

How fundable is the partnership?

The following is a checklist to help readers understand whether they are addressing the behaviours and characteristics which will encourage partners to invest:
## Figure 6.11 Fundability checklist

<table>
<thead>
<tr>
<th>Questions</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. We have a town centre or TCP strategy which is:</td>
<td></td>
<td></td>
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<tr>
<td>• evidenced on the needs of the town centre and our stakeholders</td>
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<td>• identifies objectives and initiatives to achieve these needs</td>
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<tr>
<td>• has clear performance measures and reporting framework.</td>
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<td>2. We have well-developed governance arrangements, including:</td>
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<tr>
<td>• roles and responsibilities for financial management</td>
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<td></td>
</tr>
<tr>
<td>• accountability structures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• financial management capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• a legal/regulated status</td>
<td></td>
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<tr>
<td>3. We have a funding strategy in place following SF1 of this chapter.</td>
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<tr>
<td>4. We have a track record of delivering projects with a tangible benefit to our communities, as well as written evidence of these contributions.</td>
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<tr>
<td>5. We have documented examples that we have delivered projects which made a difference on budget and time.</td>
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<tr>
<td>6. We have a high profile in the town evidenced through senior representatives from partner organisations and funder statements and references.</td>
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<tr>
<td>7. We are regularly called upon by the media and others to comment on matters of significance in the town centre and have a collection of positive media articles making reference to the partnership achievements.</td>
<td></td>
<td></td>
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<tr>
<td>8. We have a strong brand identity – and everyone in the town knows what we do and why we make an important contribution.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. We regularly produce tailored reports on our finances for members and funders.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. We record the changes in the performance of the town centre and adapt our long-term plans accordingly.</td>
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</table>

### 6.5 Success Factor 4: Delivery through sound financial management

Many TCPs complain of a vicious circle – they cannot get funds because they have little track-record of successful delivery but cannot develop a track-record due to lack of funds. The first step in demonstrating a financial track-record is to show accountability,
demonstrate value and understand the benefits the TCP achieves for its investment. The elements of the financial management framework which support this are summarised in Figure 6.12 and expanded below.

**Figure 6.12 Elements of a good financial management framework**

| (a) Strategic planning | • business planning and financial forecasting  
|                        | • approval of projects. |
| (b) Operational        | • budgeting  
|                        | • cash-flow management  
|                        | • income management. |
| (c) Accountability to stakeholders and funders | • reporting  
|                        | • audit. |
| (d) Accounting good practice | • tax planning  
|                        | • VAT status  
|                        | • treasury management. |

This summary provides an overview of how the TCP might plan and budget for its activities, produce management information and report to its stakeholders. Effective financial management arrangements, however, are likely to require support from finance professionals.

**(a) Strategic planning**

*Action planning*

The starting point for the TCP’s annual and medium-term planning will be to produce an **annual action plan** (based on its strategy) as a statement of what it is aiming to achieve and how it is planning to orchestrate its resources. The business plan should be a minimum ‘three-year business plan’ identifying ‘annual objectives’. For more information on how to prepare a business plan see the chapter on ‘Strategy and Performance Management’.

*Approval of projects*

The effectiveness of detailed planning for delivering specific activities at the individual project level is crucial to whether the partnership succeeds or fails. It is important to put in place a robust **approval process for projects that takes into account the costs and benefits associated with delivery.** If there is a failure/or absence of key skills and processes at this level, the TCP is unlikely to succeed and stakeholders and potential investors are likely to withdraw their support.

In estimating the project costs it is important to consider that funding bodies will expect to see calculations based on reasonable assumptions which are clearly set out. Project costing
should identify costs for all activities which will take place including staff time, overheads and materials. It is good practice to include an amount for contingency. See the ‘Audit’ section below for more detail on what evidence of actual expenditure will be needed – it is worth considering this at the planning stage.

A robust project approval process will need to be in place at board level. It should assess planned income and expenditure, strategic fit and risks. As the review will necessarily incorporate an assessment of financial estimates, it is important that the board includes a member with financial expertise to provide proper challenge. This links to the decision-making role of the board and the roles of the board directors discussed in Chapter 5.

(b) Operational

**Budgeting**

The basic qualification that any funding application or activities would be expected to demonstrate is that costs are planned and managed through a budget. An approved budget and documented financial control systems will provide evidence to potential funders that their funds are being invested and managed properly.

**Cash-flow management**

**Cash is king.** For most TCPs, future funding is likely to be a source of uncertainty. Whilst membership income and BID funding may assure funding over several years, it is likely that other grants and income will be applied over a shorter period of time. As the risk of funds not being adequate to continue in the long term increases, regular cash-flow forecasting and reporting becomes more important. As with project appraisal, the board plays a key role in reviewing the robustness of such forecasts and should consider:

- **Completeness:** are all costs included? Past experience should play a part in determining this, but also the board’s knowledge of projects recently approved
- **Duration of the forecast prepared:** a balance should be struck between effort invested in preparing long-term forecasts and their reliability. At a minimum, the cash-flow forecast should cover a 12-month period. The forecast should be reviewed periodically and a re-forecast made resulting in a rolling 12-month cash-flow forecast. Particular attention should be paid to relevant milestones such as year end, dates at which additional funding is expected to be received, or the date of signing of accounts (the partnership will produce signed accounts whether or not it is subject to audit)
- **Reasonableness of estimates:** what assumptions have been made for inflation? How have prices been established? Experience should improve the accuracy of cash-flow forecasts, but there will also be uncertainty as to timing and amounts
- **Sensitivity:** what would be the impact of possible changes to activities, failure to secure uncertain funding, or other unpredictable factors (such as staff turnover)?
**Income management**

Given the funding challenges facing TCPs, it is necessary to make sure that there are arrangements in place for collecting any income in full and on a timely basis.

Debt-management techniques may be necessary to ensure collection, but should be proportional to the amount of income collected in this way and the risk of default.

In addition, there should be proper receipting procedures in place for income received. These include:

- a sequentially numbered receipt book for non-invoiced income. This should record date, amount and details of what is being settled
- payment by cash should be discouraged because of risk and procedural issues connected with holding cash – cheques or direct debit are preferable
- a means of recording amounts banked, which could be as simple as the bank paying-in stubs, provided they are fully completed and held securely.

**Expenditure and procurement**

Some funders will have guidelines in relation to how projects that include their funds are to be procured (for example through OJEU). At the very least, many funders will anticipate that the TCP will be able to show best value for the funders’ investment. This may mean that an element of competition should be considered and that TCPs will have to report back to funders.

**(c) Accountability to stakeholders**

**Monitoring and reporting**

Monitoring and reporting on expenditure is a key element of financial management for the partnership. Not only will this inform the board in assessing financial performance and assuring themselves of proper financial management, but funding partners and auditors will also rely on detailed records as evidence that funds are properly spent. Access may be requested for monitoring visits by funding partners as accountable bodies, or audit of granted funds may be necessary.

Reporting to the board or an appropriate sub-committee should be regular and include:

- budget
- up-to-date figures of actual expenditure
- variances and explanations for those the board deems significant (eg under/over 10%)
- transfer of cash between budget areas
- actions to address overspends
- projections.
• The board may find different presentations helpful (e.g., by project, by expenditure type such as payroll, non-payroll etc) and if the TCP is incorporated, it makes sense for budgets and reports to be presented in a profit and loss account format. The board should be able to request changes to the way information is presented.

As well as detailed financial reporting described so far, the board is likely to find it useful to monitor a set of financial health indicators on a regular basis. These should be built into financial management processes rather than being add-ons and as such should not present significant additional work. Procedures should be designed to ensure they are accurate and produced promptly. Examples of financial health indicators are set out at Tool 26.

**Audit**

Audit is the process by which an interested party can be assured of the truth of financial (and other types) of information. An independent party is involved in checking that the information is supported by evidence such as invoices, pay-slips or documented calculations supporting estimates. It is not restricted to solely financial amounts, but also confirms performance data produced by the TCP. Commercial stakeholders are likely to insist on independent verification of performance data; for example, to demonstrate that outcomes promised through a BID have been delivered. Usually some kind of report results from the audit giving an opinion as to whether information is properly stated.

Company auditors have a legal right of access to financial records and need not necessarily give specific notice of their visits. Therefore every effort should be made to maintain proper financial records up to date. There is a legal requirement to retain documents for at least six years and auditors will expect to see them in an orderly filing system – the audit will go more smoothly if such systems are in operation!

**(d) Accounting good practice**

**Tax planning and VAT status**

At the outset of setting up the TCP, it is essential that advice is sought to ensure tax status in relation to VAT and PAYE is clear and that liabilities are understood and correctly accounted for. Incorporated partnerships will also need to consider the impact of corporation tax – where they do not have exemption, for example through charitable status. As activities progress, it is likely that additional advice will be needed to update early assessments made and certain projects may also require specific input.

The HMRC website [www.hmrc.gov.uk](http://www.hmrc.gov.uk) gives information for employers’ taxes, VAT and corporation tax.
Treasury management

In some instances, granting bodies may pay over large amounts at the outset of a project. As such, the partnership then has responsibility for public money and should ensure that appropriate treasury management arrangements are put in place. Possible solutions include investing money via a partner, such as a local authority, to maximise return with low cost. This can allow overnight money markets to be accessed without a need for the partnership to set up structures required to establish it as a legal entity. If this option is pursued, an appropriate written agreement should be reached.

Alternatively, the partnership may be in a position to manage its own treasury arrangements and the board should then consider in more detail the policy it will adopt in relation to what investment risk and type is acceptable and how performance in this area will be reported.

Chapter 6 Major Learning Points

The four success factors for funding sustainability are: a funding strategy, a managed portfolio of income, a fundable partnership and a partnership that delivers

- Use the success factors to plan the approach to securing funding depending on your stage of formality
- Treat your funding strategy as a ‘live’ management tool to help you identify your funding requirements and how to resource them, so that you stay focused on outcomes which are important to your stakeholders
- Use the funding lifecycle to anticipate and plan TCP expenditure over time and how it could be funded
- Use the core funding approach to model and manage your portfolio of income to become sustainable through maximising opportunities to allocate core costs to activity/project budgets.
- Develop a mix of funders – but do not become funding-led
- Manage your partnership delivery effectively so that funders recognise the value the TCP creates
- Look after those who invested in the TCP in the beginning – but don’t expect that they will always contribute
- Self-generated income, membership schemes and BIDs are key to independence – but do not become too reliant on these and, crucially, do not become complacent.
Chapter 7

Case studies

7.1 Setting up a partnership

Tottenham

The town centre

Situated in the London Borough of Haringey, Tottenham is a town centre where almost 50% of the population belongs to Black and Minority Ethnic communities and where over 200 languages are spoken. Haringey has a large Cypriot and Turkish, as well as a large West African and Caribbean community. Less than 15% of the population is aged over 65, and as much as half is aged under 40.

The town centre is dominated by small independent retailers but also has an industrial presence: engineering, clothing, food and confectionery firms are all represented. Hi-tech industry is also present, most notably at the Lea Valley Technopark, along with service and cultural industries.

The College of North East London is based in Tottenham, as is the Premier Division Tottenham Hotspur Football Club and Bruce Castle Museum and Park; the £16m Bernie Grant Centre for performing and creative arts has just opened.

The partnership

The partnership has been in existence since 2002. It was originally set up as a forum for discussion rather than a formal entity and when the town centre manager post was created in January 2006, the partnership had not met for over two years. The town centre manager’s aim was to reinvigorate and create a partnership that was truly business led. This coincided with an ambitious regeneration programme led by Haringey Council to redevelop the Tottenham High Road.

The partnership is expanding and currently comprises 20 members. It currently has a public sector interim-chair, who stepped in when the previous private sector incumbent was transferred by his firm.

There are six interim vice chairs, five of whom are also leaders of the five working groups identified by the partnership; the sixth is the business champion at the council – the Cabinet Member for Enterprise and Regeneration. The partnership meets approximately every 10 weeks at different times to make meetings accessible to its members and ensure members can promote their business by sponsoring the meetings at various locations. The
partnership is core-funded by Haringey Council with contributions made by businesses to certain initiatives.

Tottenham became involved in BTCP to learn from other areas with strong partnerships and explore options for sustainable funding.

The journey

A partnership of three members had been dormant for a couple of years when the town centre manager was appointed to the post. Therefore, the first step of the town centre manager was to re-engage key stakeholders. Considerable time and effort was spent engaging local businesses, key people within the Council and other stakeholders, for example, the local college and local traders’ association.

The town centre manager has significant experience of working with business in her previous career and this was helpful in understanding and talking to business. Businesses are highly pragmatic and they want immediate actions and benefits. The ‘sales’ pitch for the partnership was important at initial meetings in terms of promoting the benefits of joining the partnership, talking in business language and avoiding the use of public sector jargon.

It is important to be open and transparent and encourage honest dialogue between business and the Council. So that issues could be addressed going forward in Tottenham, this meant being open about previous issues and failures that appeared to have led to the partnership becoming dormant.

The town centre manager concentrated on tackling a few intractable problems faced by businesses in the area. For example, there had been a problem with drugs and prostitution in an alley way behind several businesses on the Tottenham High Road. The town centre manager sponsored a meeting between the businesses, the Crime Prevention Design Officer and the Council’s Street Lighting and Parking services; this led to the alley way being made secure and illuminated, with each party sharing the costs.

“I believe that the partnership has been successful in identifying the issues that affect the many stakeholders in Tottenham Town Centre. It is evident from the enthusiasm that many people have for the area that this partnership is vital in sharing these concerns and ultimately helping to improve the area from the residents and business’s perspective. The major challenge for the partnership is now to analyse where we can have the most effect and act together to address the priority issues. The strength of a partnership is having partners that are committed to action.”

Interim Chair – Tottenham Town Centre Partnership

Borough Commander, Haringey Fire Brigade
Chapter 7 Case studies

The renewed partnership met for the first time in September 2006. Five themed working groups have been set up to tackle the issues identified by the partnership.

- Environment
- Crime and Safety
- Accessibility
- Communications
- Business Development

Regeneration is an important topic in all these areas so it has been agreed it will be a theme running through all five working groups, rather than with a separate working group. Working group leaders have been identified – selected because of their enthusiasm and leadership to drive the initiatives forward and/or their skills in a particular area. Each working group is developing an action plan. An important outcome in delivering these plans will be to engage the wider town centre businesses, especially owners from the newer communities, and encourage others to join the partnership.

A number of quick wins were identified to maintain interest and momentum in the partnership. Council initiatives were identified and used to promote the partnership or its members. For example, the Council allowed the partnership to promote a couple of planned initiatives including postcards depicting hidden gems in Tottenham and publishing a newsletter. Leveraging off other initiatives has been important to minimise costs to the partnership. A recent example is a marketing initiative being funded by North London Business, the Mayor’s inward investment agency, to improve the reputation and promote Tottenham. The partnership has made a conscious decision to avoid duplicating activities and decided to link in and support this initiative with other marketing activities, thereby capitalising on the resources and expertise available from other parties.

Success stories and examples of joint working are regularly promoted in communications. For example, new ‘Stop and Shop’ parking arrangements were highlighted in a partnership meeting. It is important to share these success stories to give people confidence in the partnership and demonstrate that action is being taken – even if dropped in to day to day conversations.

A key impact of the partnership has been to improve the relationship between the Council and the businesses. Businesses are able to see that the Council takes a keen interest in business issues as well as local community issues. Businesses also have a forum to voice their concerns and take responsibility for overcoming those issues jointly with the Council.

**The way forward**

The next steps for the partnership are to finalise its strategy and action plans as well as formalising its governance arrangements. This includes agreeing protocols to document
the remit, mandate and process for how the partnership operates and deciding on an appropriate vehicle for the partnership going forward, for example, setting up a company limited by guarantee.

A major challenge for the partnership will be to find its way through the competing demands of the members of the partnership. Each member will have their own priorities, motivations and requirements from the partnership; the partnership will continually need to take these into account to sustain engagement and serve the interests of its members.

Creating sustainable funding will be another key challenge for the partnership. To date, the partnership has relied on the Council for core funding however it recognises that planning for a mixed portfolio of funding will be important to ensure the sustainability and success of the partnership in the future.

“As a trader in the area for 35 years we think this is the only way forward for businesses and the partnership is an ideal way to contribute to a cleaner and safer Haringey. We hope this will go forward and benefit all in the area.”

Blanche Dawling
Director, Dawling Travel Ltd

**Further information**

For further information contact:

**Tina Hanks**
Tottenham Town Centre Manager
Haringey Council
tina.hanks@haringey.gov.uk

*Tottenham High Road – mural wall designed by local children*
7.2 Developing alliances in your partnership landscape

South Bank Partnership

The South Bank neighbourhood

The South Bank neighbourhood is bounded by the River Thames, Lambeth Road, south to St George’s Circus and follows the railway line to the east of Blackfriars Road. It falls approximately two-thirds in Lambeth and one-third in Southwark. The neighbourhood has a population of approximately 12,000, in some 5,800 households. 65% of the population is white, with Black Caribbean and Black African the largest non-white ethnic groups. Less than a quarter of homes are privately owned; nearly 60% are rented from the councils or registered social landlords.

The neighbourhood contains a unique mix of major businesses and cultural organisations, London’s most successful paid tourist attraction, very large higher education establishments, a major hospital, the busiest railway station in Europe, and significant social enterprise. There are over 50,000 employees working in the area. The neighbourhood has been identified as an Opportunity Area in the Mayor’s London Plan, is the major employment area in Lambeth and one of the main areas for employment in Southwark.

Alongside this wealth, there remains significant social deprivation and poverty. In terms of indices of deprivation, levels are much higher when compared with the London average, with the exception of access to services. The areas close to the river in each borough are major generators of jobs and continued growth is the most effective way to access and create jobs for local people, thereby addressing the major issue of worklessness.

The partnership

The South Bank Partnership was formed in 1994 to coordinate and monitor initiatives to improve the South Bank, Waterloo and Blackfriars area. Under the joint Chairmanship of the two local MPs, Kate Hoey (Vauxhall) and Simon Hughes (North Southwark and Bermondsey), the Partnership has successfully overseen the vast improvements which have taken place on the South Bank since then.

The Partnership is a voluntary membership organisation and brings together stakeholders in its neighbourhood including business, cultural institutions, health and educational bodies, statutory authorities, and through the local MPs and ward councillors, the local community. The Partnership exists to encourage, facilitate and coordinate cooperative working between employers, statutory authorities, local public and private sector bodies and voluntary organisations to achieve beneficial change to the area. It does this through supporting the delivery of a number of strategic agendas, through various governance arrangements including through the auspices of South Bank Employers’ Group, Lambeth First (the Local Strategic Partnership for the borough) and the Partnership itself.
The Partnership’s agreed objectives are to:

- protect and improve the local environment and infrastructure and promote good design
- tackle crime and improve community safety
- promote consultation on regeneration projects
- enhance the employment prospects, education and skills of local people
- encourage sustainable economic growth and wealth creation; and
- enhance the quality of life of local people.

The Partnership’s priorities are to:

- maintain an effective partnership of private and public sector interests in the South Bank
- promote, coordinate and monitor the transformation and regeneration of the area
- coordinate and monitor neighbourhood management
- secure implementation of environmental improvements
- promote projects and identify funding from both private and public sectors; and
- encourage community input and feedback from elected members and via the quarterly residents meeting, the South Bank Forum.

The objectives and long-term vision of the South Bank Partnership are outlined in greater detail in the Manifesto for Action: *Under pressure and on the edge*, agreed and adopted by the Partnership in 2006 and launched in May 2007.

The Manifesto represents a consensus on the steps the Partnership believes are necessary to improve the neighbourhood and maximise its future potential.

**The journey**

Drawing upon its own 12-year track record of overseeing and coordinating local regeneration projects, and in the context of existing and planned strategies by partners including the boroughs of Lambeth and Southwark, the London Development Agency and the Mayor’s Office, the South Bank Partnership decided in 2006 to map out a comprehensive vision for the neighbourhood. The Partnership consulted with its members and other partners to produce a comprehensive assessment of the current needs and future potential of the neighbourhood and a plan to deliver tangible and sustainable improvements to maximise this potential. This process led to the production of a Manifesto, including an Action Plan for delivery. The Manifesto for Action: Under pressure and on the edge, represents the South Bank Partnership’s own neighbourhood charter.
The Manifesto was launched on 21 May 2007. It identifies the opportunities and challenges facing the South Bank and outlines a programme of action to deliver more jobs, an improved urban environment, better transport and enhanced quality of life. The Manifesto has been endorsed by, and represents the collaborative view of, the South Bank’s two MPs (Kate Hoey and Simon Hughes), the leadership of the boroughs of Lambeth and Southwark, ward councillors representing the local community, representatives of the Mayor’s agencies and the Government Office for London, as well as the area’s major businesses, arts organisations, universities and hospital, which all come together under the auspices of the South Bank Partnership.

The Manifesto focuses on neighbourhood-led delivery of an integrated suite of projects across four core areas: Wealth Creation; Physical Environment; Transport; and Quality of Life. It also calls upon Government, business and the community, to recognise and use the delivery capacity of neighbourhood business and community organisations; support the Partnership’s role in coordinating and overseeing neighbourhood improvements; and to endorse and fund the Manifesto Action Plan.

The Action Plan aims to fulfil five fundamental objectives:

- economic growth, new developments and new jobs
- improved schools and training, especially to benefit local people without work
- a safe, clean and accessible environment for all
- an efficient transport interchange and improved gateway to London
- more opportunities for culture/sport/recreation/shopping.

Implementation of the Manifesto Action Plan is already well under way, with projects to encourage both public and private investment in the area; enhance security and community safety; improve public realm management and maintenance; and create new job opportunities for local people. The Partnership has already overseen high profile projects such as the creation of the Riverside Walk which now attracts over 15 million visitors ever year and branding the area through signage and street furniture. The Partnership is also playing an important role in work on major future projects, such as the redevelopment of Waterloo Station and the improvement of the IMAX area.

“The South Bank Partnership is a unique organisation, promoting effective neighbourhood working which transcends borough boundaries and political alignments. It makes sure there is collaboration between Lambeth and Southwark, the Mayor’s agencies and local business to achieve beneficial change to the area, and fully involves the MPs and ward councillors who represent the local community. The South Bank Partnership represents real neighbourhood leadership and delivery in action.”

Joint Chairs of the South Bank Partnership, Kate Hoey MP and Simon Hughes MP
The way forward

Central Government has already recognised the South Bank Partnership as a model for partnership working and business engagement, and the Manifesto as an exemplar of a neighbourhood charter as envisaged in the Local Government White Paper.

In terms of recognition of neighbourhood delivery, the work of the South Bank Partnership is being recognised as best practice in work by the Department of Communities and Local Government on models of town centre management. The value of the Manifesto itself is being picked up in further work by the Department on Neighbourhood Charters. In addition, various points from the Manifesto and Action Plan are reflected in the Mayor’s Waterloo Opportunity Area Planning Framework, recently published. Discussions are also in hand with Lambeth Council and Lambeth First (the Local Strategic Partnership) on possibilities for neighbourhood delivery.

The Partnership has now established and resourced a dedicated Secretariat to coordinate and deliver the Manifesto Action Plan, having secured joint funding from the London Development Agency (LDA), the boroughs of Lambeth and Southwark and South Bank Employers’ Group (SBEG).

Further information

For further information contact:

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The South Bank Partnership’s Manifesto for Action can be found at: www.southbankpartnership.org/
7.3 Marketing the Town Centre Partnership

**Erdington Town Centre Partnership**

**The town centre**

Erdington is one of the four wards that make up the Erdington Parliamentary Constituency and is sited approximately four miles from the city centre serving the suburbs to the north-eastern side of Birmingham.

The area is largely residential, with 25,000 people living in proximity of the town centre. The High Street includes many independent retailers including those in a shopping mall (Swannies), two old market halls (Erdington Market & Wilton Market) and a small shopping precinct (Central Square). Though Erdington is primarily a shopping centre there is a wider mix of businesses which employ around 9,000 people.

The Town Centre does not currently have a central focus though the Church is geographically significant being located within the heart of the High Street. There is an uneven distribution of ‘attractions’ for visitors. Apart from finance and property businesses, the southern end of the High Street is mainly comprised of independent businesses and often struggles to attract investors and visitors.

To date £25m has been invested in the area and over the past two years includes improvements to the Village Green, CCTV, a new job centre plus building, new housing and transport links. Further proposed developments will increase business opportunities, create new jobs, provide training of new employees and bring further potential investment to the area.

**The partnership**

The Erdington Town Centre Partnership (ETCP), formerly the Erdington Traders Association, was established in 2001 through the support of Birmingham City Council and formalised as a ‘Limited Company by Guarantee’ in 2002 with a view of making the town centre a cleaner and safer place to shop, live and work. Given the impact that crime was having on traders and shoppers, the initial priority was to implement a CCTV camera scheme on the High Street.

By 2003, through the support of Birmingham City Council, a full time TCM was appointed to co-ordinate the needs of town centre users and to work more closely with local businesses. An initial core group assisted by the TCM developed a vision, strategy and objectives for the Partnership and lobbied on behalf of the town centre for environmental and regenerative improvements. By 2004 ETCP had become well known amongst the local community and was granted a small amount of development funding from both the Neighbourhood Renewal Fund and Birmingham Chamber of Commerce. This enabled a small core team to continue working on engaging key stakeholders including: local services; local community groups; the local authority; local councillors and a range of community and commercial businesses, offering a broad spectrum of views.
In 2005 the Partnership began the formal process of developing a Business Improvement District (BID) application through the engagement of a facilitator – again stretching the very small pot of funding.

By 2006, invited to sit at the table of the Neighbourhood Forum, Erdington Regeneration Forum and Ward Committee meetings, ETCP had become the business and community regeneration consultative forum for the local authority.

In 2007, Erdington became the first Local Centre in the country to become a BID. In addition, it has recently secured its own office base within Erdington’s Community Fire Station, in the northern part of the BID area, through sponsorship from West Midlands Fire Service.

**The journey**

Initially the partnership relied upon a local independent trader to produce a computer generated newsletter that was distributed by volunteers. As the success of the CCTV was recognised and, motivated by the desire to reduce crime and improve the environment, monthly ‘First Friday’ members meetings evolved. The TCM had by this time implemented an active ‘Radio Link’ scheme with training and support being provided through the Partnership.

The growth of events on the High Street was bolstered by the massive success of the first ‘St Patrick’s Day Celebration’ in 2003 (which now brings approximately 8,000 people into Erdington). The event calendar has now grown to include ‘St George’s Day in Erdington’ (bringing in approximately 5,000 people) and ‘Christmas in Erdington’ (bringing in approximately 3,000 people). In addition, the pedestrianised area, within the vicinity of the village green, is regularly made available to local charitable and community organisations allowing them prime space in which to promote and market their services from a variety of stands, stalls and parked buses.

In the summer of 2004 ETCP launched its first bi-annual, full colour, glossy shoppers’ magazine for Erdington, aptly named the ‘B23’ (the postcode for the High Street). Initially the magazine was heavily subsidised by Birmingham City Council but pulled in sponsorship and advertising support from businesses. The objective of the magazine was to promote Erdington as a vibrant urban village. It carried stories from the Partnership, was distributed to the surrounding residential area and also made available in public places such as the library and college.

The Partnership’s mission statement is to make Erdington a better place to ‘Shop, Live and Work’ and the 3D ‘sky-map’ has done more to provide a sense of belonging to Erdington stakeholders than any two-dimensional ordnance survey style map. The sky-map has sat at the very heart of communicating whom the Partnership represents and the area that it covers. It continues to be a central marketing tool that permeates throughout all of the Partnership’s marketing materials.
Whilst staffing the celebratory event days it became apparent that visitors assumed they were delivered purely by the local authority. ETCP realised they needed to promote the Partnership in order to gain recognition for the effort invested and thus the brand identity was developed – initially a simple logo, but now the recognisable three-dimensional cube (see below). This has been used on newsletters, postcards, calendars, pull-up banners, balloons, badges, membership window-stickers, a monthly business magazine (Local Links – launched in May 2006) and more recently, branded shopping bags and a promotional DVD. The ultimate recognition has now been achieved through recent work with the local constituency to develop a three-dimensional cube that now adorns the top of all the town centre signposting as part of Erdington’s on-going ‘Town Centre Blueprint’ development programme.

Throughout the development journey two things (in hindsight) have been of enormous assistance as the Partnership sought to demonstrate its value, ability and capability to exploit opportunity:

- a chronological log of its journey (including meetings, events, launches)
- a photographic bank of images of all its activities
- The image bank clearly demonstrated that:

  With ‘Pride’ Erdington will thrive. With ‘Don’t Care’ it will fall into disrepair.

The way forward

ETCP has now entered a new phase in its evolution as the company that will manage the BID. The ETCP Board is working with the Constituency Office and the Local Authority to develop both a legal operational framework and a baseline agreement for service provision into the town centre. The agenda is simply to become a cleaner, safer, greener and more welcoming Erdington and the next five years will be about creating the projects and services to reach not only these BID targets but also the vast array of objectives set out within the business plan.

Local companies are already showing an invigorated interest to become actively involved in deciding how their money will be spent. At present, ETCP is in the process of reinvigorating its board of directors, formalising its governance procedures and revamping its strategy and action plan in the light of the BID.
The key challenges, however, to demonstrate the ‘added value’ of both the partnership and the BID will be to:

- Increase the Executive’s involvement in local decision making.
- Ensure the sustainability of a TCM Team.
- Develop sources of ‘match funding’.
- Continue to expand the Partnership’s array of communication tools.
- Demonstrate to business, land and property owners that capital injection alongside the commitment of the Partnership and the focus of the BID is actually good investment.

**Further information**

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Examples of ETCP’s marketing materials
7.4 Engaging the business community in your BID campaign

Taunton Town Centre Company Ltd

The town centre

Taunton is a bustling county town on the banks of the river Tone. It is the county town of Somerset and administrative centre for Taunton Deane with a population of approximately 103,600 residents, approximately 62,000 of whom reside in the town centre.

Taunton Deane is heavily orientated towards the service sector, with a lower proportion of manufacturing, and higher proportions of public administration and retail. This reflects Taunton’s function as the county town and the consequent focus for local services. Taunton’s largest employers are therefore, unsurprisingly, Taunton & Somerset NHS Trust (Musgrove), the Hydrographic Office, the Charity Commission, Somerset County Council, and Taunton Deane Borough Council.

The actual town centre itself contains over 800 businesses, and is due to develop significantly over the next 20 years as part of a regeneration master plan.

There are particular issues in Taunton around traffic congestion and parking, improving the perception of safety and encouraging greater foot-fall in and around the town centre.

The partnership

Taunton Town Centre Partnership is a company limited by guarantee, but there was a voluntary public-private partnership in place before that for a number of years. Consequently there is a well developed degree of formality and its strategic standing, credibility and importance has grown significantly over that time.

The Council is a key stakeholder in the partnership, but political/public representation is limited. The chair is a senior figure for a regional public organisation which plays a significant role in the economy of the region. There is also private sector representation from legal and professional services firms. The Partnership relies on public funding for about 33% of its overall income, with 66% coming from the private sector and other commercial activity.

The Partnership has a track-record of working with the private sector to deliver additional services, for instance it has developed a Service Level Agreement with a discrete area of smaller independent shops for additional street management services.

More recently the partnership ran a successful BID campaign and it is now in the process of delivering against its Business Plan for the next five years.
The journey

Taunton Town Centre Partnership had been successfully delivering small-scale projects for some time. It had also steadily increased its credibility and influence to the point where it was a key strategic, well-consulted and linked-in part of the town centre’s strategic landscape.

However, there were some outstanding issues that were proving difficult to resolve. In particular, issues around increasing customer market-share in the face of competing towns and cities and improving visitor perceptions of safety and choice among others. It was clear that significant change was required in order to have any impact on some of these issues.

What was needed to achieve its potential was a step-change in the scope of its operation, a firm and legal mandate to proceed and the necessary sustainable funds to deliver over a more prolonged period.

Consequently, in October 2005, the company very quickly decided that a BID was the appropriate delivery vehicle and funding mechanism to aim for in achieving the aspiration.

Furthermore, the Town Centre Company had the necessary leadership skills and capacity to run a BID campaign and ballot. However, it was clear that the partnership needed to develop its formality in key areas in order to be successful.

The Town Centre Manager together with the board decided that a BID needed to be a distinct entity in governance terms. The Company decided to convene a BID Working Group, reporting back to the main company board, but with a distinctive identity.

Crucially, this board comprised some of the most articulate and enthusiastic business representatives. From a stakeholder engagement point of view, these were people who not only understood the rationale for BIDs, but who could influence others.

The mix of Working Group members was diverse and enabled a wide cross-section of the business community to be engaged. For example, the group included a shopping centre manager, the manager of an independent business, a professional services director and a national multiple, not to mention representatives from the Chamber of Commerce. They were successfully engaged as BID champions and by utilising their local networks and word of mouth, the message about BIDs started leaking out into the local business community.

With a clear structure and format, Working Group meetings were convened monthly and key decisions around the BID campaign were taken early. For instance, the clearly-defined timeline and likely ballot date were determined from the outset.

Another key decision was taken particularly early, to draw down further funds in order to run the campaign. Much of this came from a successful application to the Regional Development Agency.
The additional funds were used to procure external marketing and PR expertise to assist with the campaign, which proved to be a highly successful and popular move. The external advisors became an integral part of the BID working group. However, initial mailings and material missed parts of the intended audience due to poor contact records, much of which came from pre-existing rating information. In order to remedy this, stakeholder tracking and identification was given a concerted focus. Stakeholder engagement was the activity that used most of the capacity of the partnership staff in the run-up to the ballot. For instance, in order to inform the Business Plan, businesses had to be consulted on its content and priorities. This consultation took the form of hundreds of telephone conversations, face-to-face meetings and discussions with businesses. One such meeting proved so persuasive that two key managers of a local independent department store joined the BID Working Group.

One other approach was to hold focus groups for key areas of the town. This resulted in distinct issues around, for example, security, street-cleaning, signposting and the extension of Christmas lighting displays.

This has resulted in a better informed BID Business Plan with a real mix of targeted initiatives and universal services/actions for the whole town centre.

The most informative method of the consultation process was the one-to-one meeting. These offered the business partners the opportunity to understand and question the process and ideology behind BID, and to feel that they could really influence the content of the Business Plan. Of course this was very time intensive, but it did mean that the BID Company could assess with accuracy the voting intentions of most of those they visited. With that intelligence, going forward to ballot in Taunton could be done with a degree of confidence.

“The single most important lesson learned from the whole consultation process is that different methods need to be employed according to the business type. Knowledge of the cohort is an essential element to the successful outcome.”

Lucy Ball, Taunton Town Centre Partnership, 2007

The BID campaign proved to be successful. There was a 43% turn-out, 72% voted Yes (representing 67% of the rateable value of the turn-out).

The way forward

A BID Steering Group has been set up comprising two Town Centre Company Board members, the Chief Executive, a senior manager from Taunton Deane Borough Council and six BID levy payers (BLPs) elected by all the businesses in the BID area to represent both geographic areas and sectors.
However, the practical task of implementing the BID and ensuring that it starts delivering on time and to budget is a very different skill-set to the stakeholder engagement and marketing skills required during the campaign.

With the BID ballot won and the BID levy invoices issued, it is essential that delivery should be evident. Cash-flow is crucial to that, and persuading businesses that unless they pay the levy promptly, work cannot start, has been a major part of the communication since winning the BID. At the same time it has been important to keep BID levy payers informed.

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7.5 The fragile nature of partnerships

Colchester Town Partnership

Context
Colchester is designated a regional centre and competes with key shopping locations in the sub-region, including Ipswich and Cambridge. It has a population of approximately 150,000 and a higher than average proportions of smaller independent retailers, compared to most towns its size. Estimates put the number of town centre businesses at approximately 600.

Until recently Colchester had a relatively formal and mature town centre partnership. In November 2007 the partnership conducted a BID ballot which was unsuccessful. Since then public sector funding and support have been withdrawn leaving it unable to continue operating. The Town Centre Manager and BID Manager were not retained and the partnership no longer meets on a formal basis.

What happened?
During the BID campaign an organised ‘no’ campaign contributed to lower numbers of postal ballots being returned during the ballot period with the majority voting against the proposals.

Furthermore, during the month long ballot process, a complete lack of ballot information significantly hampered the town centre managers attempt to mange the process and mitigate the risk of negative voting. This issue is usually mitigated by paying for electoral role services who provide access to ballot information throughout the process.

What did the Colchester Town Partnership achieve?
There is strong evidence to suggest that the Colchester Town Partnership (CTP) has operated very effectively over the course of the last two years, and possibly for sometime before that. It had strong private engagement with around 80 private sector members, and the Council invested relatively heavily as a key delivery partner. The funding was of a scale to allow them to invest in small projects and the public private balance was good at a ratio of 50:50, with businesses very much leading the partnership as a body autonomous from overall public sector control and influence.

Projects included Christmas lights, In Bloom and the evening economy strategy, for which it gained national recognition. The role of the partnership was largely delivery focused. This would have developed considerably under BID proposals, the formal Business Plan for which estimated income of around £500k a year at a levy of 1.5%. The lobbying function of the CTP was also working well with the Council as a key partner in improving service delivery on the ground.
Governance was generally a key strength in CTP with formal interview processes for ensuring the recruitment of quality people onto its board of Directors, and its staff. The Chairman in particular had to face a panel interview of approximately one and a half hours before being selected.

After the decision to withdraw public sector funding, innovative if informal proposals to continue to run the CTP at a reduced scale of public sector funding, with a phased yearly reduction, were not successful. The Public sector is still committed to the concept of Town Centre Partnerships and BIDs but is now taking stock before committing to future expenditure on the scale previously granted to CTP.

**What lessons emerge from the Colchester experience?**

The most significant lesson that emerges from this situation, and one that can be applied to all town centre partnerships especially those considering BIDs, is around the importance of stakeholder engagement.

Most town centre managers or professionals involved in town centres will recognise the difficulties that can be posed by the prevailing, often cynical, views from some parts of the local business population and the impact that can have on building a consensus around BIDs.

While the average Town or City Centre Partnership cannot influence all the businesses within the defined area, there must be a critical mass of galvanised positive opinion from the private sector before one embarks on a BID campaign. Furthermore, there needs to be a strategy and sound approach to engaging those that disagree with the concept. A key test of this is the ability to be able to convert opinion and increase membership. Despite strong membership credentials, membership was on the whole not increasing in Colchester and some key sections of the business community were not being converted.

The lesson here is to start this process early and to think carefully about how best to target that activity. The stakeholder engagement process is a major capacity drain on any
partnership and the approach to identification, tracking and engagement is often informal and unplanned. Experience from other areas suggests that a typical town centre manager can expect to interview well over a hundred businesses during a BID campaign.

There is a second lesson from the CTP experience which relates to mitigating the risk of collapse. Town Centre Partnerships are generally extremely fragile. This fragility stems from the reliance on particular stakeholders, particularly the public sector. For instance the loss of public sector funding or the loss of a town centre manager could have disastrous consequences and there are many examples where this has happened across the country.

However, steps to mitigate this risk from occurring are rarely built into plans and constitutions. Planning sustainably requires a clear view as to what contingencies to put in place to avoid risks becoming issues. Role, formality and public private balance are three extremely important things to explore when thinking about the sustainability of your partnership. For instance the partnership is not truly sustainable until it has a formally agreed remit or mandate and can continue to commercially operate when a key stakeholder withdraws support. Without a plan to develop a more formal role or position there will always be an inherent instability in the operation.

Conclusions

The Colchester Town Partnership represented a very positive example of an established partnership organisation that enjoyed excellent engagement from key members of community; public, private and community sector. While the final outcome is disappointing for all those who have invested in the Partnership it provides a stark reminder of the fragility of partnership organisations.

Further information

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“A successful partnership:
- Directors need to take personal responsibility
- Need to know they act as a team
- A strong team is a team of mixed skills
- Relationship with the Council is crucial
- Know and agree targets then deliver
- Self Governance and open to external scrutiny means a robust Partnership”

Kevin Bentley, CTP Board, 2007
7.6 Developing a town centre business plan

Melton Town Centre Partnership

The town centre

Melton Mowbray, the ‘rural capital of food and drink’ is nestled in the north-east of Leicestershire. The town is a medieval market town, steeped in rural tradition, well known for its heritage and local delicacies such as the world famous Pork Pies and Stilton Cheese. Today, with a population of 25,000, the town acts as the economic hub for the surrounding rural hinterland. The town centre includes approximately 370 businesses, of which almost 50% are retail units. Of these retail units around two-thirds are independently owned. A regional-wide cattle market still operates in the town once a week, whilst the street market, which dates back over 1,000 years, and regular farmers markets identify Melton as the archetypal market town. However, Melton continues to face strong commercial competition from neighbouring cities, such as Leicester and Nottingham, and ongoing challenges to the rural economy, which highlight the need for regeneration to improve town centre vitality and viability and ensure the town remains as the focus of a sustainable local economy.

The partnership

The Melton Town Centre Partnership was established in Autumn 2005 to look at ways of improving the town centre. It is a non-political body, led by local business representatives and key town centre stakeholders, supported by Melton Borough Council. The Partnership’s vision is to ‘develop and sustain Melton as somewhere that is: safe & secure; attractive & clean; easy to access, park & get around; an enjoyable, vibrant place to visit, work & shop and an area where businesses want to invest.’

Whilst it is currently an informal partnership, the MTCP has a relatively formal structure. The Partnership itself, which has approximately 30 business members, is overseen by a board comprising 12 members, who represent the key town centre stakeholders. It has a private sector Chair and broadly speaking there is a 2:1 ratio regarding private sector and public sector representatives. The Partnership itself is also formally positioned within the wider strategic regeneration framework as a sub-group of the Melton Community Partnership (MCP), the Borough’s Local Strategic Partnership (LSP). The Chair of MTCP reports to the MCP board, whilst the MTCP looks to work with other LSP sub-groups (eg Jobs & Prosperity and CDRP) to ensure that a holistic and integrated approach is taken towards tackling critical regeneration issues.
Developing the Partnership has been critical to putting in place a coordinated approach towards the regeneration of the town centre. It brings together a range of different stakeholders, all with an interest in improving the town, ensuring that a ‘collective voice’ is developed and that activity is coordinated and therefore delivered to greatest effect. The Partnership also provides a key mechanism to empower the local business community, encouraging it to engage with organisations such as the Borough Council and proactively support regeneration work from which it will benefit.

**The journey**

Following its launch in Autumn 2005, the MTCP produced an annual action plan outlining the activity it would start to deliver to improve the town centre. Following successful delivery of a number of the projects outlined in this initial action-plan, at the start of 2007 the board agreed to produce a more strategic five-year Town Centre Business Plan recognising the need for a longer-term, more strategic approach to be taken to tackle the regeneration issues prevalent in the town centre.

The Business Plan was launched in May 2007 and was developed using a detailed evidence-base, including the baseline report produced via the BTCP project. Alongside this, independent survey work was commissioned to find out what businesses and users of the town centre thought was right about Melton and what could be improved. During 2006, the MTCP also participated in a sub-regional wide town centre benchmarking project, co-ordinated by the Welland Market Towns Group and the Welland Sub-regional Strategic
Partnership, which involved the detailed analysis of 15 Key Performance Indicators (KPIs) to assess town centre health, including foot-fall, vacancy rates and rental levels, which further contributed to developing a clear economic picture of the town centre.

All of this evidence was fed into the development of the new Business Plan, ensuring that the actions contained within it were directly relevant to what was needed to regenerate the town, and were in line with the aspirations and needs of the local community. The Business Plan identified four key themes, in response to the evidence base and community consultation, as follows:

- create a cleaner, greener and more attractive town centre
- a safe and secure environment for all who use it
- attract more visitors; and
- encourage further investment and development in the town.

Once the key themes had been identified, the board identified a range of potential actions to support the delivery of each theme. For example, to help create a ‘cleaner, greener & more attractive town centre’, the Partnership identified actions for 2007/08 such as:

- enter ‘Britain in Bloom’, improving floral displays throughout the town
- target properties for improvement via the shop-front improvement grant
- put in place a promotional town centre tidy campaign
- identify a programme of environmental improvement works.

During the development of the formal strategy, the Town Centre Partnership also looked at how it should link into and support, other local strategies, including the Melton Community Strategy, Borough Council Corporate Plan and Leicestershire Local Area Agreement, all of which identified town centre vitality and viability as critical issues. The partnership board recognised that it was important for the Town Centre Partnership to align its Business Plan with these wider strategies, in terms of developing partnership working, as well as providing an opportunity to influence and shape partner organisations’ actions and priorities and engage with potential funding-streams.

The partnership board also identified that it was important to have some element of performance management activity built into the new Business Plan, so that it could demonstrate to the local community the difference the ongoing regeneration projects were making to the town centre. The benchmarking results were therefore used to form a set of KPIs and a baseline economic position for 2006 which was included in the Business Plan.
‘Developing a formal Business Plan has been critical towards ensuring that the actions delivered by the partnership really are meeting local community needs and ensuring that activity is coordinated effectively. It has also helped raise the profile and image of the partnership, giving it greater influence within the local strategic framework.’

Matt Earnshaw, Economic Regeneration Manager, Melton Borough Council

The way forward

The Town Centre Partnership is continuing to deliver against its Business Plan and to carry out ongoing monitoring of its implementation and of the performance of the town. The partnership has committed itself to disseminating the results to the local community and partner organisations on an annual basis.

The longer-term aim for the MTCP is to continue to review its key aims and objectives to improve the town centre, whilst looking at options for future sustainability which could include developing a more formal constitution for the partnership and a potential Business Improvement District (BID) proposal.

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The MTCP business plan can be found at:

www.melton.gov.uk
7.7 Taking stock of the partnership development

Chester City Centre

The town centre

The City of Chester is in the north west of England, close to Merseyside and North Wales. The city itself is relatively small, with a population of approximately 75,000, but is known as one of the great historic cities in England with archaeological and architectural treasures dating back to Roman times.

Chester also has one of the largest shopping centres in the North West, and functions (as defined in the Regional Spatial Strategy for the North West) as a Regional City within the Liverpool City Region. As measured by a number of indices (including Management Horizons Europe UK Shopping Index) Chester sits behind Manchester and Liverpool city centres, but ahead of the Trafford Centre (on the western edge of Greater Manchester). These four centres lead the way in the North West, and are well ahead of all other centres in the region. Indeed Chester is seen as the major shopping destination over the sixty-plus miles of the north Wales coast.

Chester’s strength as a major shopping destination is helped considerably by its status as a major European tourist destination. So the city centre draws visitors nationally and internationally, as well as from the local region. There are approximately six million visitors to Chester per year. Mixed use regeneration of the Northgate area of Chester, with the construction of 440,000 square feet of retail space, is part of over £13bn of investment in the city centre in the coming years to increase its attractiveness and make it a “must see” European destination.

The partnership

The Chester City Centre Management partnership was established in 1997 as an unincorporated body operating under a constitution.

The partnership has around 150 members, and is governed by a Management Board and Executive. The Management Board is made up of around fourteen people, mainly from business, that meets eight times a year. The Executive is made up of twenty people, meeting less frequently than the Management Board.

The partnership has two sub-groups, the Marketing sub-group and Crime / Community Safety sub-group.

The marketing sub-group has been responsible for successful Christmas marketing campaigns. The distinct branding for these campaigns has been used in a number of communications channels, including public transport across the sub-region. The effectiveness of campaigns has also been evaluated.
The community safety sub-group has been behind the organisation of a radio network for businesses in the city centre, to combat crime. It is known as an active and responsive group, with action taken in response to feedback from businesses (either direct or via sub-group meetings).

The City Centre Management partnership does not have a single strategy and plan for itself as such, but it has been linked with a number of strategies and plans for the City Centre, including the City Centre Single Action Plan and the City Place Marketing Strategy.

The journey

A decision was taken to review the partnership as a whole, and this took place in late 2007. Although city centre management work had been in place for a relatively long time, there was a sense that it was not advancing or functioning as well as it could. Also, in early 2007, a part of the city centre had voted against becoming a Business Improvement District (BID).

A short review process was undertaken with three main phases; a review of documentation relating to the partnership, meetings with key stakeholders and development of findings.

Partnership documents reviewed included those regarding membership, constitution, meetings, finance, performance and business planning.

Meetings were held with key stakeholders from city centre business, Chester City Council and the City Centre Management partnership. These included large retailers (including Marks & Spencer and Boots), small independent retailers, tourism/visitor related organisations (including Chester Racecourse, Chester Cathedral, and the tourism agency Visit Chester & Cheshire), and non-retail businesses (including Property Surveyors).

Shopping in Chester’s Rows
Attendees at review meetings were briefed on key elements of the findings from the Business & Town Centre Partnerships project (BTCP) including the possible remits of partnerships and the keys to successful partnership working (engaging stakeholders, strategy & performance management, funding & financial management and governance). Attendees were then asked for their views on the city centre and the city centre partnership currently, and for the future improvements they would like to see and the role that the city centre partnership could play in this.

The review meetings did surface some criticism of current work, but importantly it did allow key members of the business community to share their aspirations for change, and to do so in a way that promoted strong business participation.

The review had four main findings

- Reduce and simplify the remit of the City Centre Management partnership, to concentrate on making day-to-day city centre services work.
- Align the governance and partnership structure with the revised remit (outlined above) by the formation of working groups (reporting to the Board) and individuals (at Board level) with responsibility for representing specific segments of the business community.
- Adopt new ways of working in partnership to the new setup, around better engagement, a less adversarial approach and ways of constructively fixing problems.
- Create practical ways of monitoring performance, to demonstrate that the partnership is completing activities and that these activities are making a positive difference to the city centre.

In early 2008, the Partnership Chair held a meeting for city centre stakeholders. The review and its findings were presented, and a large number of stakeholders spoke of action being planned / undertaken to re-invigorate the work of the partnership. For example one of the large retailers was leading an initiative to coordinate the welcome provided to shoppers and visitors to Chester, to ensure it would of a consistent and high standard. Plans to put in place a new remit and structure for the partnership in the coming three months were shared.

“We welcome the review and its findings, and are looking forward to moving forward with a restructured, refocused city centre management organisation. By being task focussed and working harder to engage more of our city centre businesses we can meet the challenges and aspirations for change.”

David Pickering – Chairman, Chester City Centre Management
The way forward

City Centre Management in Chester enters a new phase in its development, as a result of review work undertaken in late 2007 and early 2008. The partnership supporting and delivering its work is likely end up as a much more focused organisation, with this focus being on taking practical action to make a difference in day to day city centre services.

While review work has been facilitated by the local Council, much follow on action will be led by business. The review process has had the effect of empowering businesses, and they are rising to the challenge.

The precise structure and operation of the partnership is still to be finalised and agreed at the time of writing. However, the input and energy of local partners does promise that it will be both active and dynamic.

Further information

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7.8 Developing a partnership’s formality

Altrincham Town Centre Partnership

The town centre

Altrincham is a sub-regional centre of the North-West and has been a market town for centuries, combining a historic past with the convenience of modern pedestrianisation and transport links. It has a good array of specialist shops, key High Street names and eateries, attracting many visitors, particularly on market days.

It falls within the boundary of Trafford Metropolitan Borough Council with Altrincham the largest of four town centres within its catchment. Sale is the closest of these to Altrincham, and the two towns share a local Chamber of Commerce.

As part of a Town Centre master plan for Altrincham, a number of major developments have recently taken place, including an 85,000 sq ft Tesco’s superstore, a new state of the art Royal Mail sorting office, a new cinema and housing. There is also a new ice rink that will be incorporated into a £150m mixed use scheme currently in the pipeline.

In addition, the Historic Market has been refurbished as part of the Historic Market Quarter – a distinct location within the town. There is a major redevelopment of the Stamford Quarter, one of the town’s main shopping areas, currently taking place which has attracted new national multiple retailers to the town with more to follow. The links between the different areas of the town and access will be facilitated by major improvements to the road network, the transport interchange and environmental enhancements.

The partnership

Altrincham Town Centre Partnership (ATCP) was founded by some former members of the Altrincham and Sale Chamber of Commerce, the Council and other local landlords and businesses. The Partnership maintains its distinct identity and membership which is characterised more by the retail sector with support and input from the Council. However, the Chamber is still involved as a member and over the years has become an increasingly active contributor to the Partnership’s development.

The Partnership also retains high level patronage from a high profile President, and is well served by a regular and committed group of business members. The Chair and Vice Chair also represent business interests in the town, being a private sector landlord and the manager of Boots respectively.

Public sector representatives from the Police, local Transport officers, Area Services and Economic Development as well as a group of between three and four councillors regularly attend meetings. Private sector developers are regularly invited to attend and present proposals for town centre redevelopment.
By 2006 the Altrincham Town Centre Partnership:

- Performed a strong lobbying role, especially with Trafford MBC;
- Delivered projects such as the Christmas lights programme and environmental projects;
- Was an informal organisation, although a formally constituted body;
- Was well supported by a wide range of public sector representatives;
- Had some formal paying or private sector members, including key multiples;
- Had a corporate plan, constitution and business plan, but little monitoring or reporting against those plans.

The journey

During this time there was a baseline report on the town centre produced via the BTCP project. This identified a series of issues for the town centre environment in addition to those highlighted above around the partnership.

For instance, the report highlighted weaknesses around the streetscape and environment of the secondary retail area and poor perceptions among local businesses of the flow of traffic, availability of car parking and the level of marketing and promotion.

There was also a continued threat to Altrincham’s retailers posed by the proximity and growth of one of Europe’s largest shopping malls (the Trafford Centre), internet and e-shopping, other out of town centres and competing demands for people’s leisure time.

ATCP decided that in order to tackle these issues it needed to increase its overall level of formality in a number of areas. In particular:

- Examining the strategic positioning of the partnership in relation to some of the other bodies in the town centre;
- Looking at developing its approach to engaging with local businesses as potential members;
• Looking at improving the support provided to the partnership by the Council; and
• Redeveloping its action plan to be more focused on tackling the key issues as highlighted in the evidence base.

With regards to strategic positioning, ATCP had not defined its role in relation to the other bodies/agencies present in the town, particularly the Chamber of Commerce which also has a lobbying and influencing agenda. There was a need to avoid any potential duplication and reduce confusion for current and potential members.

A meeting was sought between the Chairmen of the two organisations to better understand their mutual nature and strategic purpose of the two bodies and to explore options for how they might work together better.

One of the outcomes of this has been a greater level of engagement from the Chamber Chief Executive and the Marketing Manager who have provided focused support in kind to the partnership. In turn the Chamber is closer to the issues of a number of their members, wider issues within the town centre and what actions are underway to address them.

There was recognition that ATCP’s future success and sustainability depended on the degree to which it was represented, even led, by the local business community. With support from the BTCP, a stakeholder engagement session was held with partnership staff to embed principles of stakeholder identification and tracking. This, together with targets for engaging new business members (six per month) and the development of a suitable forum for the staff to report back on progress has enabled a much more transparent assessment of the partnership’s ability to attract and retain members.

Moreover, the work on stakeholder engagement highlighted weaknesses in the general communication to businesses. Articulating the reasons and benefits of membership was sometimes difficult. The staff had very few materials to provide for businesses, so a new benefits package was developed as an explicit action in the plan.

In order to progress the action plan, a workshop was held with members. At this workshop available evidence was examined in order to create the vision and strategic objectives for the 2007/08 period.

This helped identify a set of key strategic themes such as accessibility, the environment, safety and security and the partnership’s development. Strategic objectives were then developed ie ‘Increase the influence and membership of the Town Centre Partnership.’ In order to ensure that some objectives were not being duplicated across agencies a comparison was done with other strategies that covered the town centre.

Finally, there were some key governance changes established to facilitate the new strategy. Firstly, main partnership executive meetings were held every other month instead of every
month. Secondly, a separate strategic working group was set up to meet in between executive meetings to discuss and drive the development of the partnership and monitor performance in relation to the action plan.

**The way forward**

While much progress has been made, several challenges remain. One of these is the continued growth of its membership base by providing added value benefits of membership to local businesses.

The Partnership is looking at various options to continue to achieve more sustainable funding, such as a BID and opportunities around the introduction of Supplementary Business Rates.

Despite the challenges, the Partnership, in conjunction with the Council and other partners, is helping in the delivery of a comprehensive regeneration programme which includes a high level of public and private sector investment to secure Altrincham’s future as a vibrant and successful town centre.

**Further information**

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*Penny Bell* penny.bell@trafford.gov.uk

Or visit: [www.altrincham.org.uk](http://www.altrincham.org.uk)
7.9 Developing a mixed portfolio of funding

South Bank Employers Group

The partnership

South Bank Employers’ Group is an association of the major organisations in South Bank, Waterloo and Blackfriars dedicated to achieving the best possible experience for employees, residents and visitors to its area, which extends from Lambeth Bridge to Blackfriars Bridge and south to St George’s Circus.

Operational for some fifteen years, the Group is a non-profit company limited by guarantee and governed by a Board appointed by its members: British Film Institute, Coin Street Community Builders, Ernst & Young, Guy’s & St Thomas’ NHS Foundation Trust, IBM UK, ITV, King’s College London, London & Continental Railways, London Development Agency, London Eye, London South Bank University, National Theatre, Network Rail, P&O Estates, Shell and Southbank Centre.

South Bank Employers’ Group plays a critical role in the South Bank’s regeneration, including its work on improving the public realm (from a strategic level to hands-on delivery of capital schemes as well as their ongoing management and maintenance); promoting the area as a visitor destination; improving local people’s access to jobs and training as well as increasing community engagement in neighbourhood issues, culture and sport.

The journey

SBEG’s inception was driven by the grassroots needs of the large organisations who believed that they needed to work together in order for the South Bank to reach its true potential. Starting with a staff of seven housed in temporary office space, the Group has since established a wealth of experience in dealing with strategic regeneration issues at a local level. It has also been instrumental in securing inward investment and delivering incremental improvements throughout its history. The most illustrative example is the successful delivery of the £20m Single Regeneration Budget award to the Waterloo Project Board, working closely with Lambeth Council which acted as the accountable body.

When SBEG started, the subscription income was minimal and the organisation was essentially focused on lobbying for improvements to the South Bank area. Rather than lobby on lots of smaller issues, the Group targeted one big urban realm project: the spine route, for which the board was able to apply pressure for this project to get funded. Once this high profile scheme was delivered, it provided SBEG with credibility based on a track record of successful delivery.

From this point forward, SBEG has made sure that its name is associated to lean, effective delivery both on time and on budget. This means that funders/partners are always confident that it will deliver on their behalf. SBEG makes sure that it can react or change focus quickly and easily to meet the needs of its Board and be a very flexible partner. The
business-led nature of the Group also attracts funders who specifically want a private sector partner to complement their projects.

Another aspect that has helped to attract funders has been SBEG’s ability to establish and build long-term relationships. It sometimes takes a long time for this work to pay off, but the Group will invest the time where it sees it as appropriate. Over recent years, SBEG have also spent more time on communicating with its partners/funders so that they are aware of the scope of its work and various successes. Key communication tools which facilitate this transparency include SBEG’s web site, the circulation of its business plan and quarterly e-news updates.

Throughout its development, the Group recognised that establishing a holistic and strategic approach to its regeneration activities was of utmost importance as was working with all stakeholders to obtain buy-in to its overall vision. SBEG has consistently aimed to meet the needs of its partners’ in order to develop robust strategic objectives for the area as a whole, including a focus on maximising economic growth, development and inward investment whilst ensuring positive returns for local people such as the creation of new jobs.

Growth in its portfolio of services has similarly been driven by the demands of its stakeholders as well as the changing landscape of an area undergoing regeneration. For example, sub-groups have been formed to facilitate the delivery of specific tasks, such as the South Bank Marketing Group which originally brought together the marketing directors of the key attractions to oversee the branding of the area and has since developed into a fully-fledged Group which draws in subscription income in its own right. Similar sub-groups have recently been established to discuss the employment and training needs of SBEG’s members and also to bring together new developers to the area with other landowners.

At present member voluntary subscriptions provide SBEG’s core funding, bringing in nearly £0.5m (out of a turnover in 2007-08 of £3m) and a staff of twenty-seven. On top of this, the Group delivers projects on behalf of funders/partners for which it takes a management fee. However, any project that is undertaken must be consistent with the Board’s priorities for the area. In addition, SBEG works with the London Borough of Lambeth and the London Eye on their S106 agreement which is effectively a revenue model. Each year, the Group works with stakeholders to agree the priorities for this S106 expenditure for the area, and where appropriate it delivers these priorities. For example, the stakeholders identified the need for a Public Realm Monitoring Officer and a South Bank Security Coordinator – both of those posts are housed at SBEG.

SBEG are often asked why they do not have a Business Improvement District (BID). It has to be noted that SBEG was instrumental in lobbying the government to consider introducing BID legislation based on models in the US. However, due to the fact that the UK
government linked the levy with occupiers rather than landowners, SBEG was unable to move forward with this model. SBEG’s belief is that landowners have a long-term interest in the improvement of an area and reap the benefits of it. Therefore, if this levy is put onto the occupier rather than the landowner, then the occupier is likely to face both the levy and increased rent as the area improves. In addition, SBEG noted that there was intense bureaucracy surrounding the UK model of forming and maintaining BIDs. The board felt that this was a diversion from SBEG’s core activity, which is essentially the successful delivery of projects.

In contrast, the subscription model works for SBEG because it has a core membership which is strong advocates of the Group’s work and happy to invest in the long-term improvement of the area. This means the Group can focus on delivery and be flexible and respond to changing times easily, in respond to the board requirements, rather than investing time in ballot processes.

The way forward

South Bank Employers’ Group is a very ambitious organisation, operating effectively but close to the limits of its resources, and it is now working towards securing additional sustainable funding that will allow it to maintain its capacity to pursue its key strategic objectives.

In order to move towards more sustainable funding the group have been investigating potential funding streams that will enable it to continue towards fulfilling its objectives. To achieve this group has identified that it must

Maximise revenue from subscriptions;

- Secure grants (preferably for three years) from those statutory authorities to whose objectives SBEG is contributing;
- Continue to secure delivery and consultancy contracts which is a growth area and contributes to overheads and further the objectives of the Group; and
- Continue to work at a strategic level to maximise potential benefits through any future development plans for the south bank

Another area of potential funding support is through S106 agreements. In order to investigate this source of funding the group are working with statutory authorities and developers to ensure that Section 106 arrangements are transparent, effective, open to local input, delivered efficiently (and locally where possible) and fully coordinated and to establish appropriate and innovative local mechanisms to achieve this. The group see this as one of the key mechanisms towards sustainability of activity in the future and also fundamental in the delivery of a coordinated and maximized public realm and community benefits.
In particular, the group needs to build on or establish more secure funding relationships with, the London Development Agency, Transport for London, London Boroughs of Lambeth and Southwark, with an aim to develop regular commissioned activities and funding through the Lambeth and Southwark Local Area Agreements.

In order to establish closer engagement with its borough partners the group are discussing the potential for developing joint contractual arrangements for neighbourhood management across both public and private areas of public realm and across both boroughs. The aim being to developing and achieve best practice in the way good maintenance can reduce management costs. This area of activity will also consider working in partnership on moving forward the public private partnerships proposed by SBEG for the provision of visitor facilities such as public toilets and kick-starting climate change initiatives on a neighbourhood basis (eg recycling, grey-water, local energy generation). SBEG’s involvement with both LSPs will be key to the future discussion regarding this joined up and locally delivered service package which is expected to be brought about through both boroughs’ LAAs.

In summary the group believe that closer engagement with its partners Lambeth and Southwark and their LSPs and LAAs is a fundamental area to future sustainability and will provide an excellent opportunity to provide a showcase for business engagement with local authorities and in turn this will help the group increase its capacity to address cross borough issues and enable the Group to develop business-led projects an areas such as climate change initiatives and underpin improved partnership working, particularly the role of business in the South Bank Partnership.

The additional capacity delivered through this closer engagement will mean that SBEG will be able to increase its capacity to lever in additional funds, both public and private help ensure the long-term sustainability of its operation and activities.

Further information

For further information contact:

South Bank Employers Group
020 7202 6900
Or visit www.sbeg.co.uk/
Chapter 8

Tools for Developing Partnerships

Tool 1: Overview of the Business and Town Centres Project

PricewaterhouseCoopers was commissioned by Communities and Local Government in March 2006 to work with 20 selected local areas to develop sustainable partnership for the development and management of town and city centres. The objectives of this project were to:

- develop live case-study examples, tracking progress against a continuum of partnership development and capturing learning to realise the wider potential of town centre management
- inform and support the ‘Cleaner, Greener, Safer Communities’ ‘How To’ programme over the lifetime of the programme by providing examples of best practice, supporting materials and encouraging ‘practitioner advocates’ to actively promote their learning and experiences
- establish sustainable local governance solutions comprised of true partnerships between business, the public sector and the local community, in particular Business Improvement Districts.

In order to facilitate this, PwC and NLP provided a range of support including programme coordination, communications and signposting to technical input designed to:

- equip the local areas with additional skills and capacity to build on their existing track-record of town centre management success
- provide critical challenge and support to develop the structures/plans and management processes to establish TCM within a ‘place management’ approach which engages and meets the needs of all stakeholders
- facilitate networks of peer support for knowledge management
- raise the TCM profile and setting the programme in the national policy context
- allow the wider town centre management community to observe, input and learn from the experience.
The 20 areas selected to be involved in the project were: Broxtowe, Blackpool, Bristol, Chester, Colchester, Derby, Erdington, Grimsby, Havant, Lancaster, Melton, Newcastle, Peckham, Redcar, Stockport, Taunton, Tottenham, Trafford, Woodgreen, Worksop.

The South Bank Employers Group (SBEG) was added as the 21st project area in May 2007 due to the unique set of experiences that the Group could bring to the programme particularly in areas such as cross-borough working, development of solid membership systems and its experimentation with a range of initiatives both to improve the realm of the South Bank and enhance funding sustainability.
## Tool 2: List of key organisations in the partnership landscape and potential partnership members

<table>
<thead>
<tr>
<th>Stakeholders with a potential role in the partnership</th>
<th>Do you need to engage, given your partnership’s objectives?</th>
<th>Have you already fully engaged this stakeholder?</th>
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</thead>
<tbody>
<tr>
<td><strong>Public Sector</strong></td>
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<tr>
<td>Senior Officials</td>
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<tr>
<td>• Chief Executives</td>
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<td>• Councillors (including Lead Councillors, Ward Councillors)</td>
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<tr>
<td>• Directors/Heads of Services</td>
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<td>• Directors/Heads of Economic development/regeneration</td>
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<td>• Directors/Heads of Planning Services</td>
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<td>• Car-parks</td>
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<td>• Cleansing</td>
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<tr>
<td>• Community Safety &amp; Anti Social Behaviour Order (ASBO) teams</td>
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<tr>
<td>• Environmental health</td>
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<td>• Fire service</td>
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<tr>
<td>• Health &amp; Safety</td>
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<tr>
<td>• Health services</td>
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<td>• Highways</td>
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<tr>
<td>• Police services/community safety services</td>
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<td>• Street-lighting</td>
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<tr>
<td>• Tourism</td>
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<tr>
<td>• Trading standards</td>
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<tr>
<td>• Travel and transport services/transport providers</td>
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<tr>
<td>• Youth Services</td>
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<tr>
<td>Regional and national agencies</td>
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<tr>
<td>• Housing Corporations</td>
<td></td>
<td></td>
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<tr>
<td>• Regional Development Agencies</td>
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</tbody>
</table>
### Stakeholders with a potential role in the partnership

<table>
<thead>
<tr>
<th>Private sector</th>
<th>Do you need to engage, given your partnership’s objectives?</th>
<th>Have you already fully engaged this stakeholder?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chamber of Commerce/trade</td>
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<tr>
<td>Communications/PR</td>
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<td>Daytime/Evening/Night-time associations or representatives</td>
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<tr>
<td>High-street retailers/chain retailers</td>
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<tr>
<td>Independent leisure and retail businesses</td>
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<tr>
<td>Key employers</td>
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<tr>
<td>Leisure operators</td>
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<tr>
<td>Market traders</td>
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<tr>
<td>Property agents</td>
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<td></td>
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<tr>
<td>Property owners and developers</td>
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<td></td>
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<tr>
<td>Shopping centres</td>
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<td></td>
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<tr>
<td>Trade associations</td>
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</tbody>
</table>

| Voluntary/Community/Faith Sectors | | |
| Civic bodies | | |
| Community Voluntary Services | | |
| Cultural bodies/heritage groups | | |
| Disability groups | | |
| Environmental bodies | | |
| Faith groups | | |
| Individual patrons | | |
| NCVO | | |
| Residents groups | | |
| Tenant/Residents Associations | | |
| Town Centre Citizens’ forums | | |

<p>| Other partnerships | | |
| Local Strategic Partnership (LSP) – and the thematic sub-groups | | |
| Crime and Disorder Reduction Partnership (CDRP) | | |</p>
<table>
<thead>
<tr>
<th>Stakeholders with a potential role in the partnership</th>
<th>Do you need to engage, given your partnership’s objectives?</th>
<th>Have you already fully engaged this stakeholder?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local media/press</td>
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<tr>
<td>Local academia</td>
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<tr>
<td><strong>Other town centre initiatives</strong></td>
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<tr>
<td>Business crime reduction</td>
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<tr>
<td>PubWatch</td>
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<tr>
<td>ShopWatch</td>
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<td>CCTV</td>
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<tr>
<td>Radio Link</td>
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</tbody>
</table>
### Tool 3: Assessing your partnership’s degree of impact

<table>
<thead>
<tr>
<th>Remit</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Influencing strategy</strong></td>
<td>• In which forums is the voice of the partnership heard? How relevant are these?</td>
</tr>
<tr>
<td></td>
<td>• Is the partnership helping to track the accountability of other bodies?</td>
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<td></td>
<td>• Has the partnership engaged with key decision-makers for the town centre (e.g., linkage to the LSP, service delivery officers, politicians)?</td>
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<td></td>
<td>• How is the partnership using its communication, marketing and media relations to influence others?</td>
</tr>
<tr>
<td></td>
<td>• What has changed as a result of the partnership’s influence?</td>
</tr>
<tr>
<td><strong>Leading strategy</strong></td>
<td>• Has the local authority clearly stated that it wants the partnership to develop the town centre’s strategy, or at least part of it?</td>
</tr>
<tr>
<td></td>
<td>• Are the strategy documents that have been agreed by key stakeholders in the town centre published and a source of constant reference?</td>
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<tr>
<td></td>
<td>• Is the partnership leading the implementation of strategies for the town centre?</td>
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<tr>
<td></td>
<td>• Has a performance management framework been developed to measure the impact of the strategy including baseline data, targets and performance indicators?</td>
</tr>
<tr>
<td><strong>Service and project delivery</strong></td>
<td>• Are the services and projects that the partnership delivers linked to agreed strategic objectives for the town centre?</td>
</tr>
<tr>
<td></td>
<td>• Is the partnership influencing service levels or involved in service delivery agreements with the local authority?</td>
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<td></td>
<td>• Is the partnership leading on projects beyond the clean, green, safe agenda?</td>
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<td></td>
<td>• Are objectives and indicators of performance/impact set for each project and performance tracked against these indicators throughout and at the project end?</td>
</tr>
<tr>
<td></td>
<td>• Has a baseline of service levels been established, service-level targets defined and a framework to measure improvements put in place?</td>
</tr>
</tbody>
</table>

Note: It is suggested that self-assessments are performed by partnership boards or at least a number of partnership members in order to increase its reliability.
Tool 4: Self-assessment tool to determine your partnership’s degree of formality

The tool below can help to determine the formality of your partnership across each of the areas. Score your partnership depending on the degree of formality that best describes its current situation: 1 point = developing, 2 = established and 3 = advanced. Make sure to note the evidence that supports your score against the characteristics presented in the table below.

<table>
<thead>
<tr>
<th>Area of partnership formality</th>
<th>Your partnership’s score</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder engagement</td>
<td></td>
<td></td>
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<tr>
<td>Governance and delivery capacity</td>
<td></td>
<td></td>
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<tr>
<td>Strategy and action planning</td>
<td></td>
<td></td>
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<tr>
<td>Performance management</td>
<td></td>
<td></td>
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<tr>
<td>Funding and financial management</td>
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<tr>
<td>TOTAL</td>
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</tbody>
</table>

A score of five to seven points means that your partnership is tending towards the developing side, a score of eight to 12 points means that your partnership is established and more than 13 points means that your partnership is advanced.

An example of self-assessments from the Erdington Town Centre Partnership (ETCP) can be found overleaf. It should be noted that by scoring a total of eight points this means that overall the partnership has overcome its development stage and moving into being established. The ETCP already demonstrates characteristics of an established TCP in terms of its stakeholder engagement, strategy and action plan and funding and financial management areas. However, its governance and delivery capacity, as well as its performance management, are more similar to those of a developing TCP.
## Formality self-assessment: Erdington Town Centre Partnership, December 2007

<table>
<thead>
<tr>
<th>Area of partnership formality</th>
<th>Partnership’s score</th>
<th>Evidence</th>
</tr>
</thead>
</table>
| **Stakeholder engagement**    | 2                   | • Good engagement with town centre stakeholders including a large business membership  
  • Successful BID has increased engagement  
  • Public-private balance recently achieved on the board but more business leadership needed  
  • Relationships with senior local authority representatives and media just forming  
  • No stakeholder engagement plan/some actions implemented  
  • Good use of marketing tools to promote the partnership  
  • Attendance at partnership meetings increasing and more stakeholders willing to invest time and resources |
| **Governance and delivery capacity** | 1                | • Only part-time BIDs manager and no full-time TCM  
  • *Ad hoc* project-based task forces  
  • Informal board has been recently strengthened with better business representation  
  • Roles, responsibilities and terms of reference in development  
  • Board has been playing a sounding-board role rather than decision-making and leadership role  
  • TCP is a company limited by guarantee  
  • Limited accountability mechanisms |
<table>
<thead>
<tr>
<th>Area of partnership formality</th>
<th>Partnership's score</th>
<th>Evidence</th>
</tr>
</thead>
</table>
| **Strategy and action planning** | 2                   | • BIDs proposal and TCP vision and objectives help to guide TCP’s work and are expanding the partnership’s delivery role  
• Working both on strategy review and implementation  
• Basic action-plan in place  
• Some strategic influence on local partner agendas  
• Lack of strategic linkages with the partnership landscape out of town |
| **Performance management** | 1                   | • No measurable targets under objectives  
• No set mechanisms of performance reporting to the board  
• Reporting is based on marketing materials distribution and membership meetings and focused on activities performed rather than on measurable target achievement |
| **Funding and financial management** | 2                   | • Expenditure is focused on one-off projects (eg Christmas celebrations) and management costs (eg BIDs manager, marketing)  
• Some level of in-kind sponsorships and ongoing activities to secure more funding for a TCM post, but overall reliance on BIDs funding; the partnership needs to secure more long-term sources of funding  
• BIDs expenditure will be linked to strategic objectives, but need for a more detailed funding strategy  
• Plenty of marketing materials to help sell the partnership  
• Financial management systems and formality of the partnership, particularly in governance, delivery capacity and performance management, are required to attract funders |
| **TOTAL** | **8** | |
Tool 5: Plotting TCPs

The following matrix illustrates the position of the BTCP’s 21 town centre partnerships in the AGORA Matrix.
## Tool 6: Partnership development roadmap

<table>
<thead>
<tr>
<th>ROLE</th>
<th>Current state of partnership</th>
<th>Future state in three years</th>
<th>Key objectives for year 1</th>
<th>Key objectives for year 2</th>
<th>Key objectives for year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>[In partnership landscape/TCP remits]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key areas of partnership development</td>
<td>Stakeholder engagement</td>
<td></td>
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<tr>
<td></td>
<td>Governance and delivery capacity</td>
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<tr>
<td></td>
<td>Strategy and action-plan</td>
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<td></td>
<td>Performance management</td>
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<td></td>
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<tr>
<td></td>
<td>Funding &amp; financial arrangements</td>
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<tr>
<td></td>
<td>Public-private balance</td>
<td></td>
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</tbody>
</table>
### Tool 7: Challenge checklist: are your stakeholders engaged?

Stakeholder engagement can involve a variety of activities from identifying who you need to contact, through understanding their role, to keeping them motivated! Take a moment to consider the following statements to determine the extent of stakeholder engagement in your partnership and areas you may wish to develop further. If you respond to a statement with “strongly disagree” or “disagree” this will help to signpost key areas for further development.

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Disagree/Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I know who my stakeholders are</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>You may need to <strong>Identify</strong> your stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>I know where support for my partnership’s agenda lies</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>You may need to plot your stakeholders onto a <strong>Stakeholder Matrix</strong></td>
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<td></td>
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<tr>
<td>3</td>
<td>I have successfully managed to open up dialogue with those who are opposed to my partnership’s agenda</td>
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<tr>
<td></td>
<td></td>
<td>You may need to do further <strong>Stakeholder Analysis</strong></td>
<td></td>
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<tr>
<td>4</td>
<td>I know and have listened to what my stakeholders want and have developed services to meet these needs.</td>
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<tr>
<td></td>
<td></td>
<td>You may need to do further <strong>Stakeholder Analysis</strong> to understand the motivations of your stakeholders</td>
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<td>5</td>
<td>I can name several ways in which I have tried to maintain or increase support from my stakeholders</td>
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<tr>
<td></td>
<td></td>
<td>You may need to create a stakeholder <strong>Engagement Plan</strong></td>
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<tr>
<td>No.</td>
<td>Statement</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Neither Disagree/Agree</td>
<td>Agree</td>
<td>Strongly Agree</td>
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<tr>
<td>6</td>
<td>I have ‘champions’ for my agenda</td>
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<td></td>
<td>You may need to examine your existing <strong>Networks</strong></td>
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<tr>
<td>7</td>
<td>My techniques to engage new or opposing stakeholders have changed from last year to this year</td>
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<tr>
<td></td>
<td>You may need to look at how you are <strong>Planning and Evaluating Your Engagement Networks</strong></td>
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<tr>
<td>8</td>
<td>I can describe specifically how I know my communications to all stakeholders are effective and ‘hitting the mark’</td>
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<td></td>
<td>You may need to review your activities for both <strong>Public and Private Sector</strong> stakeholders</td>
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<tr>
<td>9</td>
<td>My stakeholders have confirmed to me how they can identify and measure successful delivery</td>
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<td></td>
<td>You may need to look at your business plan and performance measures you have to measure delivery of plan</td>
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</tbody>
</table>
Tool 8: Developing a CRM database

A CRM database should contain at least the following fields for TCP contacts:

- First Name,
- Last Name,
- Title,
- Position,
- Organisation,
- Relationship owner (eg a TCP board member),
- Phone numbers,
- E-mail/postal addresses,
- Involvement/role with TCP
- Other information (eg personal and professional interests)

Also refer to Tool 9 and Tool 11 for other information that you may hold about the TCP’s stakeholders. It is important to bear in mind that users of CRM databases need to exercise caution about recording information in any field about contacts since the information in CRM databases is usually covered by the provisions of the Data Protection Act (DPA). For more information on the DPA visit: www.ico.gov.uk/what_we_cover/data_protection.aspx

As a general rule, you should record no information in CRM that you would not want the contact to see. This may be true of handwritten notes filed in the system and possibly passing references in notes filed in an unrelated area.
### Tool 9: Sample stakeholder analysis sheet

<table>
<thead>
<tr>
<th>Stakeholder contact</th>
<th>Current role/involvement</th>
<th>Influence</th>
<th>Support</th>
<th>Desired role/involvement</th>
<th>Possible issues to consider/benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insert name…</td>
<td>Insert observations/analysis here…</td>
<td>H/M/L</td>
<td>H/M/L</td>
<td>Future activities or role you wish them to have</td>
<td>What would be the outcome if they are not involved? What obstruction could they cause?</td>
</tr>
</tbody>
</table>

**EXAMPLE:**

| Local Radio Station | Vocal – always reporting that the partnership is not doing enough to improve the town centre, negative stories about previous attempts | High | Low | Willing to report the benefits and positive actions being taken | Radio station staff won’t want to feel used. Need to keep them updated with real stories and allow them an active role to promote without restriction or censorship. |
Tool 10: Local media usage by Taunton Town Centre Company

Positive signs in town centre

AFTER the lull of the summer holiday there always seems to be a sense of renewed energy and optimism at this time of year, as we go back to work reinvigorated by the break.

This year, Taunton as a town reflects that vigour as never before. There is a huge amount of really positive activity going on in the town – physical improvements, awards won and exciting projects to move Taunton forward to the end of this year and into the next.

The Town Centre Company is very much at the heart of it all. This month, we are installing permanent LED lights wrapped around the boughs of the street trees. We will switch them on at Christmas time and for other key festive events in the town calendar, in true European style.

Earlier this month, Taunton collected the Regional Britain in Bloom trophy and a Gold award for the excellent quality of our floral displays and the hard work of the Taunton in Bloom committee.

Plans are going ahead for an even bigger and better real ice rink. Last year it attracted 12,500 users. This year, we hope it will attract many more, not only to enjoy the skating but also to choose Taunton for Christmas shopping.

The County Museum is about to submit a major bid to the Heritage Lottery Fund to completely refurbish and regenerate this wonderful asset in the heart of the town and make it a leader in its field.

In addition, the massive regeneration programme for the Firepool site is gathering momentum, and agents and developers are gathering in the wings to bring forward other schemes that will transform Taunton over the coming decade.

Finally, early in October, the Town Centre Company is launching a major scheme to significantly add value to and improve the town centre.

The Taunton Business Improvement District (BID) is all about local businesses deciding what they feel we need to do to make the town an even more attractive environment for customers which, in turn, will help their trading performance.

All these initiatives and achievements can only herald the start of bigger and better things for Taunton.
Tool 11: Stakeholder engagement planning templates

This annex includes two types of stakeholder engagement planning templates.

Stakeholder-led template

<table>
<thead>
<tr>
<th>Stakeholder contact</th>
<th>Stage in the engagement process</th>
<th>Messages/ Benefits</th>
<th>Channels/ Activities</th>
<th>Frequency/When</th>
<th>Progress note</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
### Date-led template

Alternatively you may wish to plan using a calendar of events that specifies actions needed per day. It might look like that illustrated below. Here is an Excel page with embedded links in each cell to briefing and background documents for each activity.

**June 2005**

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Note</strong></td>
<td>Comms ToolKit Manual Released (tbc) Prepare for roll out of pilot project XX Engagement strategy to be developed and approved this month</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Comms planning meeting</td>
<td>7</td>
<td>Lunch with deputy CEO, United Paperclips</td>
<td>8</td>
<td>Attend budget setting meeting</td>
<td>9</td>
</tr>
<tr>
<td>13</td>
<td>Chamber of Commerce speaker event</td>
<td>14</td>
<td>15</td>
<td>TC partnership monthly meeting</td>
<td>16</td>
<td>On merit: issue news release TCP meeting</td>
</tr>
<tr>
<td>20</td>
<td>Comms planning meeting</td>
<td>21</td>
<td>Remind local newsrooms of Public Forum on Thurs</td>
<td>22</td>
<td></td>
<td>23</td>
</tr>
<tr>
<td>27</td>
<td>28</td>
<td>29</td>
<td>Police and neighbourhood community reps meeting</td>
<td>30</td>
<td><strong>Note</strong></td>
<td></td>
</tr>
</tbody>
</table>

Be careful not to schedule too much in direct competition with the Streetfair during w/c 20th June.
## Tool 12: Key indicators relevant to TCPs

The figure below includes data typically used in baseline reports and summarises key areas which may be of interest for TCPs, relevant indicators per area and possible information sources.

<table>
<thead>
<tr>
<th>Key indicator area</th>
<th>Relevant data</th>
<th>Possible information sources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Diversity of use</strong></td>
<td>• Amount/proportion of floor-space&lt;br&gt;• Number of operators/uses&lt;br&gt;• Retailer representation</td>
<td>• Land-use survey&lt;br&gt;• Goad Plan information&lt;br&gt;• Valuation Office&lt;br&gt;• Communities and Local Government&lt;br&gt;• Published rankings (eg Management Horizons)</td>
</tr>
<tr>
<td><strong>Property indicators</strong></td>
<td>• Zone A rental levels&lt;br&gt;• Commercial yields&lt;br&gt;• Vacancy levels</td>
<td>• Valuation Office&lt;br&gt;• Property press&lt;br&gt;• National agent’s reports&lt;br&gt;• Local letting agents</td>
</tr>
<tr>
<td><strong>Pedestrian foot-fall</strong></td>
<td>• Foot-fall counts (various locations)</td>
<td>• PMRS&lt;br&gt;• Bespoke survey counts&lt;br&gt;• Fixed counters</td>
</tr>
<tr>
<td><strong>Accessibility</strong></td>
<td>• Car-parking spaces&lt;br&gt;• Public transport services&lt;br&gt;• Centre’s catchment area&lt;br&gt;• Visitors’ mode of travel</td>
<td>• Car-park surveys&lt;br&gt;• Public transport timetables/routes&lt;br&gt;• Customer/business surveys&lt;br&gt;• Location/frequency of bus-stops/stations</td>
</tr>
<tr>
<td><strong>Crime and safety</strong></td>
<td>• Anti-social behaviour&lt;br&gt;• Theft&lt;br&gt;• Violent crime&lt;br&gt;• Road accidents&lt;br&gt;• Perception of crime and safety</td>
<td>• Government crime data&lt;br&gt;• Local police data&lt;br&gt;• BVPI and other performance indicators&lt;br&gt;• Customer/business surveys&lt;br&gt;• Health department data</td>
</tr>
<tr>
<td>Key indicator area</td>
<td>Relevant data</td>
<td>Possible information sources</td>
</tr>
<tr>
<td>-------------------</td>
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<td>-----------------------------</td>
</tr>
</tbody>
</table>
| **Customer behaviour** | • Shopping/leisure habits  
• Customer views/ satisfaction | • Customer/household surveys  
• Satisfaction surveys  
• Retailer representation |
| **Environment** | • Quality of the streetscape (pavements/landscaping/ street furniture)  
• Quality of shop-fronts/ buildings  
• Cleanliness/maintenance  
• Open-spaces and parks | • Condition surveys  
• Customer/business surveys  
• Satisfaction surveys  
• BVPI and other performance indicators  
• Air-quality surveys |
Tool 13: Town Centre Vision examples

‘To achieve a prosperous and vibrant town centre offering a diverse range of activities in an attractive clean and safe environment for the enjoyment of the local community and visitors alike.’

**Altrincham Town Centre Partnership Vision 2007**

‘It will become a more attractive destination for a growing population. It will be a place where people want to shop, live, work and socialise. The town centre will be diverse, with something for everyone day and evening. It will be accessible, appealing and safe. A brighter image will be created in which the built and natural heritage will play its full part alongside the best in imaginative new design for buildings, streets and public spaces.’

**Huntingdon Town Centre Vision**

‘Newbury will become a favourite destination for a great day out. With a distinctive feel, characterised by its busy waterfront and high quality special interest shopping outlets, the Town will also appeal to travellers looking for a break on their journeys to and from the South Coast and the West Country, as well as those looking for short-stay breaks. People will see it as being much more than just a historic market town.’

For the rest see www.westberks.gov.uk/media/pdf/a/j/Section_4_-_Newbury_in_2025.pdf

**Newbury Town Centre Vision 2025**

‘To create Stone town centre as a quality place for shopping, working, living and playing and to promote an economical, social and environmental sustainable town centre for the 21st Century’ and beyond.’

**Stone Town Centre Vision**

‘Daventry Town Centre will develop to become an attractive and vibrant heart of the town and wider area, building on its history as a market town, and increasing the diversity and range of shopping, commercial, community and cultural activities. It will seek to provide facilities which are accessible to all.’

**Daventry Town Centre Vision**

‘Our aim is to develop the prosperity and vitality of the town centre. Working in partnership with everyone who has an interest in the town centre, our mission is to make Kenilworth a clean, friendly and safe place for people to live, work, shop and spend their leisure time.’

**Kenilworth Town Centre Vision**
Tool 14: Developing a vision

In a workshop run by the BTCP in October 2007, a group of 15 staff of the South Bank Employer’s Group (SBEG) were asked to develop a vision for their organisation. Participants were asked to discuss the following questions in groups of five. They had to think of answers in the present tense as if it was already 2012. Outputs were shared and agreed with the wider group.

5. How we see SBEG in five years’ time:
   - What is our unique contribution to the community around us?
   - What is the impact of our work?
   - In what way is our organisation a great place to work?
   - Who are the stakeholders of this organisation that we have created (five years from now)? How do we work with them? How do we produce value for them?
   - What does our organisation look like? How do the different teams/departments interact with each other?
   - What are the most influential trends in our industry?
   - How do we generate revenue?
   - What are our values? How do people treat each other? How are people recognised?
   - What is our image?

6. After this exercise the group produced an initial set of statements to inform the vision

SBEG in 3-5 years…

   - We work with a streamlined group of statutory bodies and businesses, we deliver on their behalf with more formal arrangements in order to provide good quality services
   - We influence government policy in a number of areas, address key social and government priorities and are fast to respond to the changing policy environment
   - We are known for being influential, authoritative, responsive, accountable, transformational, professional and cutting-edge; that makes us a delivery partner and consultant of choice
   - Our long-term approach to projects and long-term place management models make us a nationally-recognised leader in our own field
   - We have focused on delivering services that exploit the skills of our people and sweat the assets of the South Bank, and now we are managing what we have delivered
• Our stakeholders recognise the value that we provide and we have secured the funding sustainability of the organisation through a cocktail of expanding subscriptions, SLAs, consultancy and trading.

• Our success is rooted in:
  – the constant collaboration of our people and teams
  – the development of cross-skill joint projects
  – systems that maintain our people connected
  – our full commitment to staff development
  – an appropriate environment and infrastructure to ease productivity and
  – full enjoyment of the social time we spend together.
Tool 15: Examples of performance reporting

The following links include examples of different types of performance reports for BID and non-BID areas:

www.heartoflondonbid.co.uk/pdfs/HOL_Interim_1207.pdf


www.ramseytowncentrepartnership.org.uk/about/annualreview

Tool 16: Developing complex structures (examples)

Birmingham – a partnership structure incorporating a number of BIDs

The Birmingham City Centre Partnership was set up approximately five years ago, and acts as the core body to bring together city centre stakeholders, to improve the city centre’s environment and services.

Over the last two years, businesses in two city centre areas have voted for the formation of Business Improvement Districts (BIDs). The City Centre Partnership had some choices over how to structure/govern these entities.

The route that has been chosen is to keep the BIDs and the City Centre Partnership separate, in terms of their status as companies/legal entities. The two BIDs sit within separate companies (Companies Limited by Guarantee), and the City Centre Partnership continues to operate on an unincorporated basis, with an underpinning partnership agreement.

One of the main reasons that this route was chosen was to manage the potential impact (on the rest of the city centre operation) of a BID voting ‘No’ in a re-vote. The City Centre Partnership, at its core, should not stand or fall by any BID; and indeed no one BID should be dependent on the success, or otherwise, of other BIDs.

However, this does not mean that the City Centre Partnership and the BIDs operate separately. The governance links between these are made by people and roles rather than legal linkages through companies. Some City Centre Partnership members are also directors on the board of a BID company, and some of the BID and partnership staff share offices.

A key lesson from Birmingham’s experience is that a complex partnership, operating a number of BIDs, does not have to have a complex, integrated partnership company structure. Indeed the overall operation can be made more robust by keeping a Town or City Centre Partnership distinct from any BID companies operating with the town or city centre.

Note, however, that there is a risk of a BID company operating independently from, and potentially contrary to, the wider Town or City Centre Partnership. Birmingham mitigates this risk by the individuals that sit on both boards and by the close day-to-day working of City Centre Partnership and BID company staff.

Reading – a partnership structure to deliver economic development

Town centre management in Reading started as an informal public/private sector partnership in the early 1990s. It evolved to a Town Centre Company in 2005, with a city centre strategy and action plan. The company was responsible for overseeing the
delivery of that strategy, mostly by work in partnership, and sometimes by leading on activities. Later that year, town centre businesses voted in favour of becoming a Business Improvement District (BID), and the Reading BID went live on 1 April 2006.

In July 2007, the Reading (City) Centre Management Company took the next step in its development, widening its remit to include economic development services for the Reading Area. As a result of this, while retaining its status as a Community Interest Company (CIC), the company’s activities were amended to incorporate this expanded remit. The revised company was given a new name ‘Reading UK CIC’.

The company is now an integral part of the local strategic partnership (LSP), and Reading UK CIC’s board of directors is responsible for the economic development theme of the Local Area Agreement. The development of local area agreements, and the clear need for the local strategic partnership to have an appropriate body to represent and develop business and the local economy, has led to Reading UK CIC taking up this new role.

The Reading UK CIC now has three main arms, or areas of work. The company’s structure is shown in the diagram below.

![Reading UK CIC Diagram]

It is important to note that the implementation of the BID (in a defined area of the town centre), and local economic development and marketing activity (covering a much wider geographical area) are all housed in the same company vehicle.
Reading UK CIC was clear that this would be the way that it would structure its increasingly complex operation. It wanted to make sure that there was ownership of the BID by what was the city centre company. Amongst other things, this was to avoid any possibility of there being competition between the BID and the Company.

There still need to be clear distinctions between the various aspects of work of Reading UK CIC, and this is acknowledged in the partnership structure with three sub-groups (as shown in the diagram above). In particular, the BID funding stream is kept separate, and the BID Committee takes specific responsibility for BID-related operations.

**Coventry – a partnership structure to deliver major city centre services and BIDs**

CV One was formed as Coventry’s City Centre Company in 1998. It was set up as a company limited by guarantee. CV One took on a range of city centre services that had been delivered directly by the City Council; more than any other Town or City Centre Partnership in the country. Services included cleansing and grounds maintenance, car-park management, press and public relations, some city centre licensing (eg for street trading), CCTV and radio link, and economic development (including market research). The company has a five-year rolling contract with the City Council for services.

In 2002, CV One merged with the local destination marketing and tourism company (itself a company limited by guarantee). Overall, the company has income of around £9m per annum, and employs approximately 90 staff. The company is governed by a board of 13, including seven people from the private sector, three from universities and the Cathedral, two from the City Council and the Chief Executive Officer of CV One.

Coventry businesses have voted for the formation of two Business Improvement Districts (BIDs). The first one was for the city centre area. The second was for the remainder of the city, focusing in particular on business-parks and industrial estates.

The two BIDs have been linked with the existing structure in different ways, and the differences are important to note here in considering the formation of complex partnership structures.

The City Centre BID (which started in 2005) was set up within the existing CV One company. In governance terms, the BID has a sub-committee to the CV One board. This was done to ensure the best possible integration of the ‘additional’ services provided by the BID with the council-funded ‘mainstream’ element of the services already provided by CV One. The BID sub-committee was also set up to provide some separation and clarity on what the BID is funding and delivering.
The city-wide BID (which started in 2007) was set up as a separate company (a company limited by guarantee) from CV One. The company (Coventry Best for Business) has some governing links with CV One, however. The Chief Executive of CV One is on both the CV One board and the Coventry Best for Business board. There is also a representative from the Coventry and Warwickshire Chamber of Commerce on both the CV One City centre BID sub-committee and the Coventry Best for Business board. The membership of the Coventry Best for Business board is completed by representatives from the business community and the City Council.

So overall, Coventry has structured its city centre management and (two) BID operations via two companies limited by guarantee. And so one of the BIDs sits in the same company as that delivering town centre management services (with some degree of separate governance via a BID sub-committee), and the other BID sits in a separate company. The board and sub-committee membership of the two companies has some members in common, and these will be key in making the links between the two companies.
Tool 17: Town centre manager job description (example)

**Purpose**
To maintain and improve the quality and viability of the town centre for all users by acting as a coordinator and catalyst and encouraging cooperation between key stakeholders, users and service providers.

**Job Description**
- Prepare, deliver and monitor a Business Plan with key stakeholders and local businesses to attract investment and trade to the town centre
- Coordinate the efforts, resources and interests of all stakeholders to enhance the attractiveness and security of the town centre
- Improve communication between providers and users of town centre services
- Organise events and marketing initiatives to increase the foot-fall and retail sales in the town centre
- Assist and liaise with potential investors and developers
- Secure private and public sector resources to achieve the agreed Business Plan
- Advise all users and stakeholders how to access relevant council services and the services of other appropriate agencies and act as a link between users and providers
- Advise council service managers on areas where service standards can be enhanced for the benefit of the town centre
- Liaise with appropriate agencies to ensure retailers and other commercial interests receive quality business advice and support
- To report as required to the board of directors of the Town Centre Partnership
- To carry out any other duties required by the board of directors, which are consistent with those listed above and appropriate to the title and grade of the post.

*Source: Association of Town Centre Management (ATCM)*
### Tool 18: Constitution/Terms of Reference Framework for a Town Centre Partnership

<table>
<thead>
<tr>
<th>Heading</th>
<th>...including the following</th>
<th>... examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Partnership name</strong></td>
<td>The formal title of the partnership. This may include a description of the partnership’s area of operation.</td>
<td>‘The name of the Association is the Altrincham Town Centre Partnership’ (from Altrincham Town Centre Partnership)</td>
</tr>
<tr>
<td><strong>Overall aims</strong></td>
<td>A small number of sentences that describes what the partnership is looking to achieve via its activities.</td>
<td>‘The Company’s objects (‘the Objects’) are to carry on business as a general commercial company in order to promote and sustain the vitality and viability of Reading City Centre to make it an attractive and secure place in which to live, work, play, visit, do business and invest and/or any other object consistent with the above purposes as the Directors in their absolute discretion determine.’ (from Reading City Centre Management CIC)</td>
</tr>
<tr>
<td><strong>General membership</strong></td>
<td>Who can become a member</td>
<td>‘Membership will be open to:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(i) Commercial and professional businesses who operate in the Town Centre.</td>
</tr>
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<td></td>
<td></td>
<td>(ii) Trafford Metropolitan Borough Council to be represented by a total of three nominated members.</td>
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<tr>
<td></td>
<td></td>
<td>(iii) Non-political voluntary organisations whose aims and activities are in harmony with the Partnership’s objects and aims’ (from Altrincham Town Centre Partnership)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>‘No person shall be admitted as a Member of the Company unless he, she or it is approved by the Directors’ (from Reading City Centre Management CIC)</td>
</tr>
<tr>
<td>Heading</td>
<td>…including the following</td>
<td>… examples</td>
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<tr>
<td><strong>General membership (contd)</strong></td>
<td>Rules about transfer and termination of membership</td>
<td>‘Membership is not transferable to anyone else. Membership is terminated if; … the Member gives written notice to the Secretary that it wishes to withdraw as a Member;’ (from Reading City Centre Management CIC – note that is one of five possible ways that a Membership may be terminated)</td>
</tr>
</tbody>
</table>
| General membership meetings  | Rules regarding calling Annual General Meetings and other General meetings including notice to be given, a quorum for the meeting, proceedings and voting processes and minutes of the meeting. | ‘Notice of general meetings shall be given to every Member, the Directors and the Company’s auditors (if any). All general meetings shall be called by at least 21 clear days’ notice in writing.’ (from Reading City Centre Management CIC)  
‘A special general meeting of the Partnership Assembly may be called at any time by the Chair of the Executive Committee or shall be called if at least 10 members of the Assembly request the Chair Person of the Executive committee in writing to call such a meeting stating the business to be considered’. (from Altrincham Town Centre Partnership) |
<table>
<thead>
<tr>
<th><strong>Heading</strong></th>
<th><strong>...including the following</strong></th>
<th><strong>... examples</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board membership</strong></td>
<td>Rules regarding the composition and size of the board, their functions, duties &amp; powers, how board members are appointed and how board members have their appointment terminated.</td>
<td>‘The Directors may appoint one or more committees for the purpose of making an inquiry or supervising or performing any function or duty or promoting and/or progressing any particular aspect of the Company’s Objects which in the opinion of the Board would be more conveniently undertaken or carried out by a committee provided that the provisions of the Articles about how the Directors take decision shall apply, as far as possible, to the taking of decisions by committees; and all acts and proceedings of any committees shall be fully and promptly reported to the Board.’ (from Reading City Centre Management CIC) ‘The Altrincham Town Centre Partnership Executive Committee will comprise the following: The 7 Founder Members Are As Follows:- … (there then follows a list of the seven founder members, who are representatives of six key Town Centre organisations) The 8 Members Remaining Nominated Reflecting The Various aspects Of The Town Centre Of Which 2 Must Be Independent Retailers To Be Approved By The Executive Committee’</td>
</tr>
<tr>
<td>Heading</td>
<td>...including the following</td>
<td>... examples</td>
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<td>-------------------------------</td>
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</tr>
<tr>
<td><strong>Board meetings</strong></td>
<td>Rules regarding calling a meeting, taking decisions and handling conflicts of interest.</td>
<td>‘Any Director may call a meeting of Directors. Every Director must be given reasonable notice of a meeting of Directors.’ (from Reading City Centre Management CIC)</td>
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<tr>
<td></td>
<td></td>
<td>“The Executive Committee will meet at least monthly on a date, time and venue decided by the Chair person.</td>
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<td></td>
<td></td>
<td>The Executive Committee will attend to the general business of the Partnership and report to the assembly as deemed necessary.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Executive Committee will be deemed to be quorate if the Chair or Vice Chair together with six other members of the Executive Committee are present’ (from Altrincham Town Centre Partnership)</td>
</tr>
<tr>
<td><strong>Reports, accounts and record keeping</strong></td>
<td>Rules regarding the keeping of records and financial accounts.</td>
<td>‘The Directors are responsible for ensuring that the Company keeps a record in writing of: every unanimous or majority decision taken by the Directors; and every declaration by a Director of an interest in an actual or proposed transaction with the Company’ (from Reading City Centre Management CIC)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>‘The year end will be 31st March in each year.</td>
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<tr>
<td></td>
<td></td>
<td>The yearly audit will be in the care of the Financial Director Trafford MBC.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Treasurer will publish and institute such procedures and practices to meet the approval of the yearly audit as above’ (from Altrincham Town Centre Partnership)</td>
</tr>
<tr>
<td>Heading</td>
<td>...including the following</td>
<td>... examples</td>
</tr>
<tr>
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</tr>
<tr>
<td>Indemnity</td>
<td>Rules to indemnify certain members out of the assets of the Partnership</td>
<td>‘All officers and members for the time being of the Executive Committee or Sub Committee of the Partnership acting in relation to the affairs of the Partnership, shall be entitled to be indemnified out of assets of the Partnership against all actions, costs, charges, losses damages and expenses which they or any of them shall or may incur or sustain by reason of any act done, concurred in or omitted in about the execution of their duty or supposed duty in their respected offices or trust, except such (if any) as they shall incur or sustain by or through their wilful default or neglect respectively.’ (from Altrincham Town Centre Partnership)</td>
</tr>
</tbody>
</table>
# Tool 19: Features of different company types

<table>
<thead>
<tr>
<th>Company Limited by Guarantee (CLG)</th>
<th>May struggle to build or demonstrate</th>
<th>Potential risks</th>
<th>Suited to stage of partnership development</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Tailored solution – can be adapted to suit most purposes</td>
<td>• Need for/benefits of company structure outweigh cost of set-up and operation</td>
<td>• Potential exposure to taxation</td>
<td>• Partnership is relatively mature</td>
</tr>
<tr>
<td>• Cannot distribute profits – profit ploughed back into the company business</td>
<td>• Time and cost involved in operating the company (set-up, audit regime, preparation of accounts)</td>
<td>• Independently monitored – Companies Act and others</td>
<td>• Partnership is getting involved in relevant contracts and needs to manage risks</td>
</tr>
<tr>
<td>• Distinct legal status set out in Memorandum and Articles of Association</td>
<td>• Need for focus on business plan and achieving goals</td>
<td>• Conflict of interest issues need to be monitored</td>
<td>• Need for focus on business plan and achieving goals</td>
</tr>
<tr>
<td>• Permanence</td>
<td>• Better management of risks for partner organisations and board members – limitation on liability</td>
<td>• Cannot raise finance through share issue – only through debt (borrowing)</td>
<td>• Stakeholder interest and relationships are well defined</td>
</tr>
<tr>
<td>• Private sector accountability and audit regime</td>
<td>• Capturing value created within the entity ie reserving surpluses for the partnership aims rather than distribution</td>
<td>• Directors’ liability – personal liability</td>
<td>• Stakeholders are prepared to invest time and commitment through formalising the board structure</td>
</tr>
<tr>
<td>• Retained earnings used for agreed objectives</td>
<td>• Level of LA participation is important for own accounting treatment and liabilities may affect its ability to borrow money</td>
<td>• Public and private cultures in one vehicle</td>
<td>• Decision for BID implementation</td>
</tr>
<tr>
<td>• Can contract and own property</td>
<td>• Exit arrangements.</td>
<td>• Corporate governance</td>
<td>• Owns/has access to resources and needs to protect the liability of board members</td>
</tr>
<tr>
<td>• Can prioritise stakeholder interests through shareholding</td>
<td></td>
<td>• Exit arrangements.</td>
<td>• Partner organisations wish to see partnership taking responsibility for delivery of plans</td>
</tr>
<tr>
<td>• Can access charitable status</td>
<td></td>
<td></td>
<td>• Funding and financial management needs to be fully transparent within regulated structure</td>
</tr>
<tr>
<td>• Can secure assets gifted to the CLG within an asset lock which secures them for objectives of the partnership even where it is wound up.</td>
<td>• Raise finance off balance sheet of partner organisations.</td>
<td></td>
<td>• Needs to reserve value creation to partnership to grow sustainability</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Funding mix of sustainable and ad hoc sources.</td>
</tr>
<tr>
<td>Main features</td>
<td>May struggle to build or demonstrate</td>
<td>Potential risks</td>
<td>Suited to stage of partnership development</td>
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<tr>
<td>Community Interest Company (CIC)</td>
<td>• Relatively new company structure</td>
<td>• Combines the advantages of the CLG, which reserves the benefit of its operation to a specific purpose outside of the profit motive, with the limited ability to provide a return for investors.</td>
<td>• As for CLG but:</td>
</tr>
<tr>
<td></td>
<td>• Designed for social enterprises that want to use their profits and assets for the public good</td>
<td>• More flexibility to raise finance within limitations</td>
<td>• Limited dividend may be payable to shareholders up to a cap.</td>
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<td></td>
<td>• Preferred structure where trading and investment are required for sustainability, but public interest purpose requires control of profit distribution</td>
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<td></td>
<td>• CIC can choose one of three company forms: private company limited by shares, limited by guarantee or public limited company</td>
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<td>• CICs do not have any special tax status and the whole of existing company law and practice is applicable to CICs</td>
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<td></td>
<td>• Asset lock ensures that profits and assets are either permanently retained within the CIC and used solely for the community purposes for which it was formed, or transferred to another asset-locked organisation such as another CIC or charity</td>
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</tr>
<tr>
<td>Main features</td>
<td>May struggle to build or demonstrate</td>
<td>Potential risks</td>
<td>Suited to stage of partnership development</td>
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<tr>
<td>To raise investment, CICs limited by shares will be able to pay a dividend to investors (subject to a cap)</td>
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<tr>
<td>CIC must adopt a suitable constitution and satisfy a ‘community interest’ test. A CIC cannot be formed for the personal gain of a person or group of people. The CIC must confirm in the ‘community interest statement’ that it will pursue purposes beneficial to the community and will not serve an unduly restricted number of beneficiaries</td>
<td></td>
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<tr>
<td>Annual Community Interest Report – CICs must produce an ‘annual community interest report’ recording what it has done to pursue the community interest and involve stakeholders during the year</td>
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<tr>
<td>Does not allow for charitable status.</td>
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</tr>
<tr>
<td>Charitable Status Company</td>
<td>May struggle to build or demonstrate</td>
<td>Potential risks</td>
<td>Suited to stage of partnership development</td>
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<tr>
<td>• Initial registration and subsequent regulation is done by the Charity Commission</td>
<td>• Will struggle to build non-charitable activities, but solutions can be found in certain circumstances (eg if the partnership were to embark on trading activities that were not part of its primary charitable purpose, it would need to establish a subsidiary trading company).</td>
<td>• The need to have exclusively charitable objects, and to satisfy (ongoing) broad ranging Charity Commission regulatory requirements</td>
<td>• Similar to CLG</td>
</tr>
<tr>
<td>• The purpose of the organisation (as stated in the founding documentation) must be deemed as charitable, as defined and approved by the Charity Commission.</td>
<td></td>
<td>• No direct benefit to the commercial success of member organisations allowed</td>
<td>• A mature partnership in terms of governance, resources and financial management.</td>
</tr>
<tr>
<td>• Charities have a number of tax advantages. They attract tax relief on profits, donations and gifts. Corporation tax, chargeable gains, bank interest and stamp duty land tax are tax-free.</td>
<td></td>
<td>• Charities cannot give away their assets to non-charitable organisations.</td>
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<tr>
<td>• The initial registration process can take at least three months.</td>
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<tr>
<td>• For income greater than £10,000 pa, the charity must file annual reports, accounts and an annual return.</td>
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</tbody>
</table>
### Tool 20: Key challenges through each stage of funding formality

<table>
<thead>
<tr>
<th>Stage of funding formality</th>
<th>Key challenges</th>
<th>Approach in relation to the four success factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing</td>
<td>Can be heavily dependent on one or a limited number of funding sources. Grant funded projects and initiatives may not fit with those projects which are valued by stakeholders. Development activities are restricted through reliance on a single or limited number of funders. Public sector likely to have cash limited budgets and private sector reluctant to commit until track record of delivery established. Reliance on one main funder may limit TCPs independence in prioritising outcomes. TCP may be perceived to be characterised by the nature of the key funder ie public or private sector-led.</td>
<td><strong>Funding Strategy:</strong> Discuss income-generation ideas with key funders/local authority. There may be opportunities where investment and risk is limited – but which provide opportunities to grow sustainable revenue sources going forwards. For example: letting out pitches for trading and events in the town centre, sale of advertising, street licensing of outdoor cafes and leisure facilities. <strong>A managed portfolio of income:</strong> Identify the costs and milestones of performance attached to how you plan to develop. This will be important as funding streams which are negotiated become fixed. <strong>A fundable partnership:</strong> Develop a shared vision for growth and clarity around how this might help the key funder achieve outcomes which are important to them. <strong>A partnership that delivers:</strong> Establish clear financial management arrangements: realistic budgeting – so that you can deliver what you commit to (i) regular reporting to stakeholders (ii) third-party audit of financial and performance information.</td>
</tr>
<tr>
<td>Stage of funding formality</td>
<td>Key challenges</td>
<td>Approach in relation to the four success factors</td>
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</tr>
<tr>
<td><strong>Established</strong></td>
<td>Easy to get distracted by new funding opportunities as the TCP grows and seeks some independence from its original funding partners. There is a need to retain focus on the long term goals and objectives of the TCP – so that projects/initiatives are not driven by funding need at the expense of strategic fit. Management of many projects supported by many funders may be prone to the pitfalls of mission creep and inefficiency. Independence from core funding partners may result in remoteness/lack of accountability which could breed complacency.</td>
<td><strong>Funding strategy:</strong> Robust process of project prioritisation, testing against strategic objectives and approval. Consider development need – more of the same or new direction/role/scope of influence. <strong>A managed portfolio of income:</strong> Need to retain a balanced portfolio of funding sources which might reflect: (iii) retention of original funders (iv) attracting a vibrant mix of project funders (v) developing independent income areas (vi) service level arrangements – delivering services on behalf of others (viii) commissioning services from others. <strong>A fundable partnership:</strong> Independence of decision-making from core funders. TCP sets strategy and is an independent voice within the stakeholder base. <strong>A partnership that delivers:</strong> More sophisticated financial management arrangements, likely to be within a corporate or legal structure – for transparency and external regulation.</td>
</tr>
<tr>
<td>Stage of funding formality</td>
<td>Key challenges</td>
<td>Approach in relation to the four success factors</td>
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</tbody>
</table>
| Advanced                  | Identifying growth need and future direction. Will the TCP be content to operate at its current level? Is it feasible to expand operations? Will investors be prepared to fund expanding the core activities of the TCP (management staffing etc), necessary for future growth – where they will not see a direct return on their investment? Increasing commercial activity will increase risk – where the funding of development costs are reliant on their success. | **Funding strategy:** Identify opportunities for aligning growth objectives of the partnership with key strategic outcomes/new policy directions for key funding partners. For example the role of TCPs as ‘place-shapers’, influencing the town and city centre landscape at the strategic and operational level.  

**A managed portfolio of income:** This might mean branching out into new areas of activity – not traditionally associated with TCPs eg tourism, economic development.  

**A fundable partnership:** This might mean developing attributes which mean that the TCP is able to access new areas of investment, eg loan finance.  

**A partnership that delivers:** Likely to require high quality financial management resource within the TCP to support complex decision-making. |
### Tool 21: Sustainable funding self-assessment

The table below will help you to understand how effective your current approach to funding is and how you might improve on it. Count up the number of ‘yes’ answers to see whether you are achieving positively against the four success factors for sustainable funding.

<table>
<thead>
<tr>
<th>Questions</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A funding strategy</strong></td>
<td></td>
<td></td>
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<tr>
<td>11. Our partnership has agreed a strategy which guides our approach to funding so that it is aligned to our objectives.</td>
<td></td>
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<tr>
<td>12. Our funding strategy has been developed and signed off by our board and key stakeholders.</td>
<td></td>
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<tr>
<td>13. Our funding strategy is based on a comprehensive audit of funding opportunities that are aligned to the TCP’s aims and objectives.</td>
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<tr>
<td>14. Our partnership plans and manages funding activity based on a medium-term view of the level of income coming into the organisation.</td>
<td></td>
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<tr>
<td>15. We regularly review and update our funding strategy to make sure that it reflects current opportunity and risk.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A managed portfolio approach</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Less than 50% of the revenue for our Town Centre Partnership comes from one source.</td>
<td></td>
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<tr>
<td>17. We have plans in place to ensure that our core costs, (management and other overhead costs), are secured in the medium or longer term.</td>
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<tr>
<td>18. Our main funding streams have at least a [three-year] commitment from their source.</td>
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<tr>
<td>19. We have a portfolio of projects, initiatives and revenue streams which contribute towards our stated objectives.</td>
<td></td>
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<tr>
<td>20. We have some flexibility over how we allocate funding to expenditure when planning partnership activities ie our funding is not wholly dependent on the delivery of specific projects or initiatives or dictated by key funders.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A fundable partnership</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Our partnership’s activities are mapped to measurable outcomes through service level agreements with key funders.</td>
<td></td>
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</tbody>
</table>
### Questions

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
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<tbody>
<tr>
<td>22. We have a clear identity and profile which allows potential funders to understand what the ‘value proposition’ for their own organisation might be if they were to invest in the TCP.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. We seek feedback from those that fund us and those that don’t to identify what we do well and what we could do better</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>24. We have a clear business plan which maps our current activities and plans for growth.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. Our partnership has a robust and transparent financial and performance management framework which provides regular and accurate reports to stakeholders on how well we are delivering against our objectives and current initiatives.</td>
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<tr>
<td>26. Our performance frameworks and financial accounting is subject to third-party assessment by a registered auditor.</td>
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<tr>
<td>27. We plan and accurately cost new activity and the apportionment of organisational overheads before decisions are made.</td>
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</tbody>
</table>
Tool 22: TCP sources of funding

Current funding arrangements

Successful TCPs have a diverse funding base including one or more of the following elements of income.

<table>
<thead>
<tr>
<th>Funding source</th>
<th>Key characteristics/how it can be accessed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commercial and entrepreneurial activity</strong></td>
<td>This is the most important source of funding for TCPs, it should represent around 25% of the partnership’s revenues, and without it TCPs would find it difficult to survive in the long term. Events, sponsorship and advertising. Recognising the potential of the TCM as a single point of contact for town centre commercial management opportunities – street trading events and festivals, advertising, retail. This may also include mainstream services provided on the basis of commercial demand eg retail crime initiatives. It is likely that the Local Authority will need to be a key partner in identifying and sanctioning income opportunities. Income for the TCP will be realised through management charges or receipt of some or all of any income realised.</td>
</tr>
</tbody>
</table>
Local authority funding – non-specific

Local Authorities (LAs) typically provide funding for:

(i) ‘Development or pump-priming’ funding for new partnerships or BID development. LAs and Regional Development Agencies (RDAs), are the most significant providers of start up and development funding for TCPs.14

(ii) cash or ‘in-kind’ contributions to funding core management and infrastructure costs, including the town centre manager and other key operational and support posts, accommodation etc.

(iii) for specific projects, streetscape, community safety etc.

LAs may also commission services from the TCP, including events management, specific initiatives such as Christmas lights, markets, project management of capital schemes etc – and for which the TCP charges a management fee or negotiates to receive a proportion of the income generated. Less common are examples where the LA has delegated mainstream functions and activities – with associated budgets to the TCP, for example CV1, the Coventry TCP, which delivers environmental services (including street-cleansing, car-parking, street licensing) and tourism services within the town centre on behalf of the city council.

Western-super-Mare is a great example of this.

Critical to exploiting the relationship with LAs as a key funding partner are establishing clarity over what the value proposition might be through:

(i) establishing an agreed shared vision on what the TCP can deliver now and in the future allied to contributing to the LA’s strategic framework. Also, what this might imply in terms of any increased funding requirement going forward

(ii) clear service level arrangements which link to scope and quality of services provided to what they cost. This will allow the partnership to evidence value for funding provided and how it contributes to the LA’s performance outcomes.

---

14 A study on the development of BIDs found that of the BID areas surveyed, 31% of development funding was provided by LAs and 39% by RDAs. Additional contributions included in-kind services and secondment of staff to support BID development activities. Report on the Development and Implementation of Business Improvement Districts. Communities and Local Government 2007
<table>
<thead>
<tr>
<th>Funding source</th>
<th>Key characteristics/how it can be accessed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local authority funding – Section 106 agreements</strong></td>
<td>Section 106 of the Town and Country Planning Act 1990 allows a local planning authority (LPA) to enter into a legally-binding agreement or planning obligation, with a land developer over a related issue. The obligation is sometimes termed as a ‘Section 106 agreement’ or ‘planning gain’. Where significant town centre developments are planned there may be an opportunity to negotiate a s106 agreement which allocates monies to an existing TCP or to develop a BID, for example, to provide additional services or to promote and preserve specific areas of the town centre from any adverse impact of the new development. An example is the British Airways London Eye’s Involvement in the regeneration of the South Bank which it partly channels through section 106 monies which fund local projects run by the South Bank Employer’s Group.</td>
</tr>
<tr>
<td><strong>Local authority funding – Local Authority Business Growth Scheme, (LAGBI)</strong></td>
<td>A non-ring fenced cash reimbursement to LAs from central government, whereby the local authority receives a proportion of increases in business rate revenue which is may allocate at its discretion to fund its local priorities. The grant is intended to incentivise LAs to work with partner agencies to promote economic growth. Since the introduction of the grant in 2005 there is no precedent for LAGBI being used to support TCPs – but town centre management activities would appear to fall squarely within the intended use of the grant if a case could be made for demonstrable outcomes.</td>
</tr>
<tr>
<td><strong>Regional Development Agency (RDA) funding</strong></td>
<td>RDAs have capital and revenue grants available to support Regional Economic Strategies (RES) within a bidding framework. RDAs support TCP/BID development, master planning and other evidence-based approaches to inform strategy development and specific initiatives which contribute to outcomes in the RES. There is evidence to suggest that beyond initial development funding, RDAs have not been inclined to fund TCPs on an ongoing basis.¹⁵</td>
</tr>
<tr>
<td><strong>European funding, central government grants and other public sector agencies</strong></td>
<td>May be capital or revenue, usually of limited term and designed to support initial development of new schemes and initiatives. There are a number of web-based tools for identifying funding – some free and some subscription based – which are set out at Annex 3. Other key central government and European funding sources are set out at Annex 4 to this paper – as well as other agencies which provide advice on general and specific funding sources available to TCPs.</td>
</tr>
</tbody>
</table>

¹⁵ London BIDs research
<table>
<thead>
<tr>
<th>Funding source</th>
<th>Key characteristics/how it can be accessed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Improvement Districts – BIDs</strong></td>
<td>Launched in the UK following development work by the government and the ATCM, to allow businesses in a particular area to group together to share the cost of improving their local trading environment – working with other key stakeholders who may also contribute. BID activities are funded by a levy on the business rate. The private sector has long been a major contributor to large-scale redevelopment and regeneration schemes – but BIDS differ from more traditional approaches to shared funding in that, once the majority of businesses in an area vote in favour of forming a BID arrangement – which can last up to a maximum of five years – all businesses in the area must commit to it for the duration.</td>
</tr>
</tbody>
</table>

**Key considerations are for establishing and developing a BID are:**

(i) stakeholder engagement  
(ii) securing development funding  
(iii) a clear business plan  
(iv) time and resources.  

**Key considerations for the sustainability of BIDS in the future will be:**

(i) effectiveness of monitoring arrangements to demonstrate delivery – those that have invested previously will require evidence of a tangible return on their investment to reaffirm commitment at the second ballot  
(ii) ensuring that there is not sole reliance on the BID levy to fund partnership activities through supplementing with a range of commercial activities  
(iii) engaging with property owners to provide voluntary matched contributions to the BID levy. Communities and Local Government have commissioned a piece of work to consider the validity of formalising the role and contribution of property owners in BIDS.  

Further information on establishing and managing the BID process can be found at www.ukbids.org, www.atcm.org and www.britishbids.info
<table>
<thead>
<tr>
<th>Funding source</th>
<th>Key characteristics/how it can be accessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership schemes</td>
<td>Increasing numbers of TCPS have used membership schemes to increase business involvement and ownership of partnership activity. ‘These schemes identify the value of joining, and highlight what companies miss out on by non-participation. Membership schemes are being set up with businesses being invited to become ‘stakeholders’ in the town centre management initiative. For an annual fee they buy a share in the town centre management operation with the promise of a return in the form of an increase in forecast cash flow or business cost reductions at levels that exceed their subscription rate.’ Alliance Boots 2007&lt;br&gt;The benefits of membership schemes are to engage local businesses and key stakeholders in the Town Centre in a transactional relationship – contributing to activities which enhance the quality of their operating environment to secure benefits to their business. Key features of a successful membership schemes include:&lt;br&gt;(i) effective stakeholder engagement (see the sister paper on ‘stakeholder engagement’)&lt;br&gt;(ii) quantifying, demonstrating and communicating the value of membership services&lt;br&gt;(iii) a strong membership scheme is often a precursor to developing a successful BID&lt;br&gt;(iv) fees based on the value perceived by members and scaleable to reflect different size of business – with a minimum contribution&lt;br&gt;(v) membership schemes do not work if non-members receive the same level of benefit as members (example Colchester).</td>
</tr>
<tr>
<td>Property consortia</td>
<td>In some urban centres – notably those with a high-value property base – property owners have collaborated to either match the BID levy – or to form a largely private sector-funded consortium investing in the town or city centre. Elsewhere in the world, the BID levy is charged on property ownership. Communities and Local Government has commissioned a study into the involvement of property owners in BIDS, but there are examples of property owners getting involved in membership schemes and supporting BIDs and Town Centre Management Schemes more generally.</td>
</tr>
<tr>
<td>Funding source</td>
<td>Key characteristics/how it can be accessed</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Landfill tax credit scheme</td>
<td>This was introduced in October 1996 and enables landfill site operators to donate up to 6.0% of their landfill tax liability to environmental projects in return for a 90% tax credit. <a href="http://www.ltcs.org.uk">www.ltcs.org.uk</a></td>
</tr>
</tbody>
</table>
Tool 23: Web links to funding sources

Subscription websites providing information on grant-making trusts (www.trustfunding.org.uk), company giving (www.companygiving.org.uk) and funding for individuals (www.grantsforindividuals.org.uk).

Other websites offering funding information are:

- www.britishbids.info British BIDs, a membership organisation set up to support those planning or operating a current BID, has recently launched a subscription based ‘Finding Funding’ service to identify funding resources for BIDS. The service would be equally applicable to TCPs more generally and details can be found at www.access-funds.co.uk
- www.regen.net a site with information (including funding information) about urban regeneration, rural regeneration, economic development and community development
- www.acf.org.uk ACF – the Association of Charitable Foundations – has a section on its website about UK charitable trusts. There are links and handy descriptions of each trust’s interests
- www.fundraising.co.uk this is a free site and a useful resource for fundraising. It includes links to funders’ websites, book lists, training courses and other resources linked to fundraising
- www.funderfinder.org.uk FunderFinder is a charity that produces software for grant-seekers. You can download free software called Apply Yourselves, which gives help on writing effective funding applications. There is also Budget Yourselves, free software to help you create and use budgets
- www.volresource.org.uk this is a free source of useful information on anything to do with running a voluntary organisation (whether a community group, charity, or other non-profit body). It includes some funding information
- www.charitiesdirect.com CaritasData has a website called Charities Direct which has some free information about grant-making charities
- www.cibfunding.org.uk the website of the CIB (Charities Information Bureau) containing a number of useful information sheets. They also offer an email newsletter (not free) with information on funding opportunities
- www.grantsonline.org.uk this is a web resource on grants from the European Union, UK government departments, the National Lottery and UK grant-making trusts. There is a standard subscription of £150 plus VAT but small organisations may qualify for a discount. There is a free seven-day trial
- www.fundinginformation.org produced by Profunding, this site has information about funding from grant-making trusts, companies, European funds, government schemes and National Lottery Boards. The annual subscription is from £300 plus VAT
- www.rdinfo.org.uk funded by the Department of Health, this site provides information on health-related research funding.
### Tool 24: Core funding type link to funding formality stages

<table>
<thead>
<tr>
<th>Core Funding type</th>
<th>Stage of funding formality</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Developing</td>
<td></td>
</tr>
<tr>
<td>Tactical funding</td>
<td>✓</td>
<td>• Single/or limited number of sources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Can be withdrawn at discretion of the funder (high risk)</td>
</tr>
<tr>
<td></td>
<td>Developing</td>
<td>• Funding commitment is often open-ended (no pre-conditions)</td>
</tr>
<tr>
<td></td>
<td>Established</td>
<td>• Rare increase in value: first gift dictates the level of donations</td>
</tr>
<tr>
<td></td>
<td>Advanced</td>
<td>• Gets the TCP started but declines as a proportion of income as the partnership develops</td>
</tr>
<tr>
<td>Strategic funding – project/initiative-based</td>
<td>✓</td>
<td>• Core costs are recovered across a number of projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Allows growth on a project-funded basis and reduced reliance on tactical funding</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Requires a critical mass of projects to be viable</td>
</tr>
<tr>
<td>Strategic funding – growing partnership resources</td>
<td>✓</td>
<td>• Core costs funded from sources within the partnership’s control</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Sources of self-generated income are independent of the level of operational activities run by the TCP</td>
</tr>
<tr>
<td>Developmental</td>
<td>✓</td>
<td>• As TCP grows its core funding requirements increase. Self-generated and external project income is insufficient to absorb costs. External funding is required</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Clarify unmet need through GAP analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Funding is likely to be time-limited</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Track record of performance will be important in securing additional funding</td>
</tr>
</tbody>
</table>
Tool 25: Using the core funding model (an example)

The example below demonstrates how the core funding model can be used to plan what a balanced portfolio of funding looks like to ensure that the core funding is sustained and not at risk through the withdrawal of funding at the whim of a key funder.

The example set out assumes the TCP:

7. Has **core funding requirement** of £110,000 which includes the cost of staff, office rent and support services.

8. Generates revenue out of funding for town centre wardens (£20,000), events revenue (£35,000) and a membership scheme (£60,000).

9. Allocates **25%** of the town centre wardens funding (£5,000), **60%** of the events revenue (£21,000) and **100%** of the membership fees (£60,000) to contribute to the core costs of the partnership.

10. Has a town centre marketing initiative that does not generate revenue but only expenditure of £15,000.

Each of the income levels and contributions to covering core costs has been included in the figure below.

<table>
<thead>
<tr>
<th>Contribution to core costs from activity income</th>
<th>Activity income (£000)</th>
<th>Contribution to core costs (%)</th>
<th>Contribution to core costs (£000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town centre wardens</td>
<td>20</td>
<td>5%</td>
<td>5</td>
</tr>
<tr>
<td>Events</td>
<td>35</td>
<td>60%</td>
<td>21</td>
</tr>
<tr>
<td>Town centre marketing</td>
<td>-15</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Membership</td>
<td>60</td>
<td>100%</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100%</strong></td>
<td><strong>86</strong></td>
</tr>
</tbody>
</table>

The total contribution to core costs from activity income and membership fees is £86,000. But given that the TCP has core funding requirements of £110,000, the partnership has a core funding deficit of £14,000.

<table>
<thead>
<tr>
<th>Total contribution to core costs from activity income</th>
<th>£86,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total core funding requirement</td>
<td>–£110,000</td>
</tr>
<tr>
<td>Total core funding deficit</td>
<td>–£14,000</td>
</tr>
</tbody>
</table>
In this situation, the TCP needs to consider options for avoiding the core costing deficit. These options may include:

- increasing the net profitability of the membership income so that core costs are covered – including the marketing activity
- increasing the net core funding from each of the three areas of activity
- developing a new project with a contribution to core costs which covers the shortfall
- identifying alternative funding for the marketing activity
- in this situation, the partnership may benefit from following more than one of these options.
## Tool 26: Financial Health checklist

<table>
<thead>
<tr>
<th>Questions</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has a business plan and financial forecast been prepared and approved by the board?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are budgets drawn up at the start of the year and approved by the board?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are budget updates provided to the board at least quarterly?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the board set targets for key financial indicators and monitor achievement of these?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the board receive up-to-date cash-flow forecasts? Does it act on information received?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the board monitor key balance-sheet balances including reserves?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the board approved a Treasury Management Policy?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the board approved a policy for levels of reserves needed and has this been achieved?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the board review and approve new projects before work goes ahead?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are Service Level Agreements (or equivalent) in place where financial services are undertaken by a third party or member organisation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is a qualified, competent individual assigned with financial responsibility?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are procedures in place to receipt income?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If the partnership has employees, do they receive a payslip with PAYE and NI deducted?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If funds are passed onto third parties, are access rights agreed and are regular monitoring visits undertaken to ensure they are put to proper use?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the organisation established its VAT status and if necessary registered for VAT?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the partnership liable to pay corporation tax? If so have returns been submitted on time?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are debts collected and banked early and are there procedures to pursue old debt?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are creditors paid in time to claim discounts?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are regular bank reconciliations prepared and up to date? Are there any unusual or unexplained items (eg old cheques, delays in banking)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Questions</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-----</td>
<td>----</td>
</tr>
<tr>
<td>Is a systematic methodology used for costing projects?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are financial documents (invoices receipts etc) retained in a logical order?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there recent qualified audit reports? (ie have significant issues been identified on audit?)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Tool 27: Bibliography and further reading

**Town centre management**

AMCV (Développement & Gestion Urbaine) (2007) The Town Centre Manager
ATCM (2002) TCM Programme Management
www.atcm.org
ODPM (2005) How to Manage Town Centres
www.cleanersafergreener.gov.uk/en/1/towncentre.html

**Improving partnership performance**

www.audit-commission.gov.uk/
Five Vital Lessons website
http://fivevital.educe.co.uk/index_1.htm
www.renewal.net/Documents/RNET/Research/Workingpartnershipsourcebook.pdf
Smarter Partnerships
www.lgpartnerships.com/
www.teamhackney.org (23-10-06)
Top-ten partnership killers
www.improvementnetwork.gov.uk/imp/aio/11465#search=%22The%20Top%20Ten%20Partnership%20Killers%22

**Strategy and Performance Management**

ATCM (2002) Key Performance Indicators
www.atcm.org
ATCM (2004) ATCM Factfile – Gathering and Using Key Performance Indicators
www.atcm.org
www.atcm.org
London BIDS, BID Toolkit – Performance Measurement section
**Partnership governance and delivery capacity**


**BIDs**

British BIDs – www.britishbids.info

London BIDs – www.londonbids.info

UK BIDs – www.ukbids.org
### Tool 28: Glossary of acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGM</td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td>ATCM</td>
<td>Association of Town Centre Management</td>
</tr>
<tr>
<td>BERR</td>
<td>(Department of) Business Enterprise and Regulatory Reform</td>
</tr>
<tr>
<td>BID</td>
<td>Business Improvement District</td>
</tr>
<tr>
<td>BTCP</td>
<td>Business and Town Centres Project</td>
</tr>
<tr>
<td>BVPI</td>
<td>Best Value Performance Indicators</td>
</tr>
<tr>
<td>CCM</td>
<td>City Centre Management</td>
</tr>
<tr>
<td>CDRP</td>
<td>Crime and Disorder Reduction Partnership</td>
</tr>
<tr>
<td>CIC</td>
<td>Community Interest Company</td>
</tr>
<tr>
<td>CLG</td>
<td>Company Limited by Guarantee</td>
</tr>
<tr>
<td>CLS</td>
<td>Company Limited by Shares</td>
</tr>
<tr>
<td>CRM</td>
<td>Client Relationship Management</td>
</tr>
<tr>
<td>CTP</td>
<td>Colchester Town Partnership</td>
</tr>
<tr>
<td>DPA</td>
<td>Data Protection Act</td>
</tr>
<tr>
<td>ETCP</td>
<td>Erdington Town Centre Partnership</td>
</tr>
<tr>
<td>HMT</td>
<td>Her Majesty's Treasury</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>LA</td>
<td>Local Authority</td>
</tr>
<tr>
<td>LAA</td>
<td>Local Area Agreement</td>
</tr>
<tr>
<td>LABGI</td>
<td>Local Authority Business Growth Incentive</td>
</tr>
<tr>
<td>LDA</td>
<td>London Development Agency</td>
</tr>
<tr>
<td>LSP</td>
<td>Local Strategic Partnership</td>
</tr>
<tr>
<td>MCP</td>
<td>Melton Community Partnership</td>
</tr>
<tr>
<td>MTCP</td>
<td>Melton Town Centre Partnership</td>
</tr>
<tr>
<td>NET</td>
<td>Nottingham Express Transit</td>
</tr>
<tr>
<td>NRL</td>
<td>Nottingham Regeneration Limited</td>
</tr>
<tr>
<td>ODPM</td>
<td>Office of the Deputy Prime Minister</td>
</tr>
<tr>
<td>OJEU</td>
<td>Official Journal of the European Communities</td>
</tr>
<tr>
<td>PAYE</td>
<td>Pay as You Earn</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>PGS</td>
<td>Planning Gain Supplement</td>
</tr>
<tr>
<td>PR</td>
<td>Public Relations</td>
</tr>
<tr>
<td>RDA</td>
<td>Regional Development Agency</td>
</tr>
<tr>
<td>RES</td>
<td>Regional Economic Strategy</td>
</tr>
<tr>
<td>S&amp;PM</td>
<td>Strategy and performance management</td>
</tr>
<tr>
<td>SBEG</td>
<td>South Bank Employers Group</td>
</tr>
<tr>
<td>SCS</td>
<td>Sustainable Communities Strategy</td>
</tr>
<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>SNR</td>
<td>Sub-National Economic Development and Regeneration Review</td>
</tr>
<tr>
<td>TC</td>
<td>Town Centre</td>
</tr>
<tr>
<td>TCM</td>
<td>Town Centre Manager</td>
</tr>
<tr>
<td>TCP</td>
<td>Town Centre Partnership</td>
</tr>
<tr>
<td>URC</td>
<td>Urban Regeneration Company</td>
</tr>
<tr>
<td>VAT</td>
<td>Value Added Tax</td>
</tr>
</tbody>
</table>