



## **BUSINESS PLAN 2010/11**

### **Introduction**

Eastleigh's development as one of the most prosperous towns in South East Hampshire took a step change in 1994 with the development of the Swan Shopping Centre and in 2008 this was extended with a leisure development containing a cinema, bowling alley and restaurants. With its excellent transport links it has attracted over 1100 new homes in the last three years for which Eastleigh town centre is the first choice to for shopping and entertainment.

### **Role of the Town Centre Partnership**

There has been a long history of town centre businesses and the Borough Council working together to maximise the attractions of the town for the benefit of the local community, existing businesses and potential investors. In 2007, the Eastleigh Town Centre Partnership was formed as an independent body to bring together all parties interested in increasing the prosperity of the town. It is an organisation recognised by the Borough Council for consultation on town centre issues. In 2008 A Memorandum of Understanding was agreed between the Council and the Town Centre Partnership and this is included as a Appendix 1.

The Partnership is a membership organisation and in return for an annual subscription of £150, plus VAT, specified benefits are received which are listed in the Partnership Recruitment Brochure.

## Town Centre Partnership Mission Statement

“To work in partnership to develop and improve the image and attractiveness of the Town Centre, attracting new retail, leisure and commercial businesses. To create a Town Centre which serves and involves the community, encouraging people from Eastleigh and elsewhere to visit and return regularly.”

### The Vision

To strengthen Eastleigh’s role in the district, to seek to achieve recognition of Eastleigh Town Centre as a sub- regional centre.

To offer a broad range of businesses, from national and independent retailers to specialist markets, offices, leisure, and cultural facilities.

To provide a consistently high quality, safe and enjoyable experience.

To provide easy access into and around the centre for all, giving priority to public transport, bicycles, walking and people with disabilities

To represent the businesses and other stakeholders in the Town Centre in all areas that may affect the overall operational development of the town.

## **Town Centre, Strengths, Weaknesses, Opportunities and Threats**

Town Centre Partnership members conducted a SWOT analysis of the town in 2009 to determine the priorities for using the monies raised by Partnership membership to benefit the growth of the town. In addition, a First Impressions survey was conducted by a Town Centre Manager who was unfamiliar with Eastleigh. The key issues identified from these exercises were:

- Make more of the positives; the park, colonnades, accessibility
- The town needs to promote itself more with more events and promotions.
- Insufficient directions/advertising to encourage people into the town
- There was poor upkeep of some businesses premises.
- Parking charges were expensive and there were concerns about the quality of provision.
- The shopping and entertainment offers needs linking

## **BUSINESS PLAN OBJECTIVES**

The Town centre Partnership has agreed the following priorities for the next 2 years:

- Attracting new customers to the town
- Making the town a safe and secure environment
- Improving access and facilities
- Developing partnerships and positive communications between all users and stakeholders in the town

The Partnership will prioritise the objectives according to the level of funding raised.

Abbreviations used; ETCP-Eastleigh Town Centre Partnership. EBC- Eastleigh Borough Council

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## 1. Objective -ATTRACTING NEW CUSTOMERS

Aims – To attract more people to Eastleigh town centre, more often by:

- Organising events and promoting Swan Centre and community events under the umbrella of Eastleigh Town Centre Partnership (ETCP)
- More marketing information about what's on, where to eat etc, through print and increased use of the web site, [www.eastleightc.co.uk](http://www.eastleightc.co.uk)
- Maximise business support with information sharing, including footfall, other statistical information, planning applications and Building Regs. Applications
- Develop the evening economy to make Eastleigh an attractive place to visit in the early and late evening.
- Maintain shopfronts and highway cleanliness in front of individual premises. Reduce the number of A-boards.
- Encourage the use of tables and chairs outside, when approved by the Borough Council
- Mount floral displays where appropriate.
- Institute a “Best Customer service” award.

ACTION	LEAD	TIME-SCALE	RESOURCES	
			£	time
a) Organise 4 Events p.a. (to include Christmas Light switch on, Halloween, Mothers Day and Easter)	EBC and Swan Centre	Feb 2010-Mar 2011		
b) Marketing & PR: One printed shopping guide and map to be produced	EBC	On-going		

Website to be developed and updated on a fortnightly basis Press releases/good news stories				
c) Re-establish and develop the evening economy Partnership with a focus on promotions and marketing	ETCP / EBC	Apr 2010- Mar 2011		
d) Maintenance of shop fronts Cleanliness, Obtain agreement on acceptable A board use from Partnership	ETCP / EBC	Apr 2010- Mar 2011		
e) Encourage tables & chairs outside	ETCP / EBC			
f) Floral Displays	ETCP			
g) Best shop/ customer service assistant award	ETCP / EBC	2011		

**2. Objective- SAFE SECURE**

Aim- Take such measures as necessary to deter theft and anti-social behaviour which detract from Eastleigh being seen a safe and secure town where the cost of crime is minimised.

- Work with the Police and Borough Council’s CCTV to support the Shopwatch and Pubwatch schemes and develop their effectiveness.

ACTION	LEAD	TIME-SCALE	RESOURCES £	time
a) Improve public perception of safety, reducing the fear of crime	ETCP / EBC	Apr 2010- Mar 2011		
b) Support for the Pubwatch and Shopwatch initiatives	ETCP / EBC / businesses	Apr 2010- Mar 2011		

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### 3. Objective- ACCESS & FACILITIES

Aim- Promote Eastleigh as a town which is exceptionally easy to get to by car, public transport and cycling and with plenty of parking

- Keep businesses informed on possible travel disruption

ACTION	LEAD	TIME-SCALE	RESOURCES £	time
a) Keep businesses informed on possible travel disruption	EBC	Apr 2010- Mar 2011		
b) Represent views of businesses, with evidence, on car parking issues to the Borough Council	ETCP	Apr 2010- Mar 2011		

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#### 4. Objective- COMMUNICATION

Aim- The Town Centre Partnership is a recognised consult tee by the Borough Council on issues which have an impact on the town centre and acts as a single point of contact for town centre businesses to and from the Borough Council

ACTION	LEAD	TIME-SCALE	RESOURCES £	time
a) ETCP as a point of contact on town centre issues to and from EBC	ETCP / EBC	Apr 2010- Mar 2011		
b) Monitoring footfall and other information about town centre usage and share information with ETCP members to maximise business support	EBC	Apr 2010- Mar 2011		
c) Keep businesses informed on planned developments and applications in and around the town centre	EBC	Apr 2010- Mar 2011		

**CABINET**

**14<sup>th</sup> May 2009**

**MEMORANDUM OF UNDERSTANDING WITH  
EASTLEIGH TOWN CENTRE PARTNERSHIP**

**Report of the Head of Regeneration and Planning Policy**

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**RECOMMENDATION**

It is recommended that the Council enters into a Memo of Understanding with the Eastleigh Town Centre Partnership.

**Summary**

The aim of developing this agreement is to support the Eastleigh Town Centre Partnership to become self-sustaining in the future. The Partnership is an effective means for the Council to communicate with Eastleigh town centre businesses and users to help achieve its vision for the town centre, therefore it is proposed that this relationship is formalised through a Memorandum of Understanding.

**Statutory Powers**

Local Government Act 2000

**Introduction**

1. The Eastleigh Town Centre Partnership is an independent organisation in the town, which reflects the views of businesses and other stakeholders to the Council. It is currently seeking to broaden its depth and strength of membership to ensure it is a sustainable organisation representing all town centre stakeholders. The Council is assisting with this process with the appointment of a Development Coordinator on a temporary contract.
2. The Partnership is in the process of changing its structures and constitution to make it more robust and representative of businesses and it is felt that now is the right time to formalise the relationship between the Council and the Partnership through a Memorandum of Understanding.

**Process**

3. The Partnership at its July meeting agreed the wording of a Service Level Agreement, the wording of which has been changed considerably, including the title, in the process of circulation of a report to Members and staff in November 2008. The Partnership agreed the Council's revised wording on 28<sup>th</sup> January 2009, which is attached as Appendix 1.
4. The Partnership will be developing a Business Plan, which will incorporate the joint vision of the Council and the Partnership and identify actions to be taken to achieve its objectives.
5. The Memorandum of Understanding is attached as Appendix 1 to this report and it outlines the common objectives of the Council and the Partnership in the development of the town centre, as well as the roles and responsibilities of each party. The Council fully supports the work of the Partnership and it is important that the Council representative should be a Cabinet Member and LAC Chair level as well as senior staff from the Regeneration and Planning Policy Unit, who are able to give an authoritative Council view on issues raised.
6. The Town Centre Manager's role includes being the champion of the town centre and influencing its strategic direction. It also includes supporting the Partnership Chairman, in addition he is the key point of contact between the town centre stakeholders and the Council. The administrative function, while being overviewed by the Town Centre Manager, will be undertaken by the newly appointed Town Centre Partnership Development Co-ordinator (Dennis Yeomans) who was appointed in September 2008 on a two year contract for two days a week, to strengthen the membership and self-sustainability of the Partnership.
7. The Memorandum of Understanding will be reviewed every three years.

### **Financial Implications**

8. The Partnership will shortly seek to raise funds from town centre businesses to use on projects in the town and in the short term it is proposed that these accounts are collected and managed within the Council's accounting system on behalf of the Partnership. Spending decisions will be by the Board of the Partnership and implemented by the Town Centre Manager. The Council operates similar procedures with other organisations, for example the Mayor's Charity and the Twinning Committee.
9. It is planned that the Partnership will eventually manage its own financial affairs by converting to an independent community interest company. It is also the intention that in time the Council will disengage some of its funding and resources on town centre activities when the Partnership has the ability to raise its own income and have sufficient interested members to work with the Council.

## **Risk Assessment**

10. It is not anticipated that by the Council entering into this agreement the Council is exposing itself directly to risk. There is a moderate risk that future members of the Partnership will not engage with the Council in the spirit which presently exists. It is therefore the function of the Town Centre Partnership Development Co-ordinator to ensure that within two years the Partnership is self-sustaining in terms of membership quality as well as funding. There is no mechanism at present for the resolution of differences between the two parties and this will be the subject of future discussions.

## **Equality and Diversity Implications**

11. The Council's equality and diversity policies are not compromised by this agreement.

## **Conclusion**

12. As part of the re-establishment of Eastleigh Town Centre Partnership it is considered that the relationship and obligations between the Council and the Partnership be subject to a Memorandum of Understanding.

DENNIS CHANDLER  
Town Centre Manager

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Appendices Attached: 1  
Report No: PS411

### **LOCAL GOVERNMENT ACT 1972 - SECTION 100D**

The following documents disclose facts or matters on which this report or an important part of it is based and have been relied upon to a material extent in the preparation of this report:

List Background Papers or state None: None

## **Memorandum of Understanding**

**between:**  
**Eastleigh Borough Council (Council)**  
**and**  
**Eastleigh Town Centre Partnership (Partnership)**

### **Introduction**

1. Eastleigh town centre is currently the focus of regeneration, development and investment plans aimed at securing its urban renaissance. To assist this change and to ensure the business community is at the heart of the growth the Eastleigh Town Centre Partnership is re-establishing itself in the business community to be the leading representative organisation for the town.

### **Joint Objectives**

2. The Council's vision for Eastleigh Town Centre is:-
  - Sustainable town centre growth and regeneration
  - Growing arts, leisure, culture and heritage
  - Green connections and welcoming public spaces
  - Civic Offices in the town
  - Providing for town centre living
3. Partnership Mission Statement is:-
  - To work in partnership to develop and improve the image and attractiveness of the Town Centre
  - To attract new retail, leisure and commercial businesses
  - To create a Town Centre which serves and involves the community
  - Encourage people from Eastleigh and elsewhere to visit and return regularly.

### **Principles of Partnership Working**

4. The Council wishes to support the Partnership in re-positioning itself and wants to work in partnership to achieve its vision for the town. It is recognised however that while both organisations wish to see a town with increasing vitality and viability, there will be different views about

how this is to be achieved. In a consultation process each side is at liberty to state their views and be listened to, but it may not always be possible to reach agreement. Such differences will not preclude further discussions or consultation.

### **The Council will:**

1. Fund the post of a Town Centre Manager who will work with the Partnership to achieve the joint vision and objectives for the Town Centre.
2. The Town Centre Manager will be the key point of contact between the Council and Partnership and will reflect the views of the Council on issues which are in the public realm.
3. Consult the Partnership on all matters which have an impact on the prosperity of Eastleigh town centre, including; parking provision, fees and charges, planning application, development of relevant Area Action Plans, cleansing and maintenance standards, community safety issues, etc.
4. Work with the Partnership in the achievement of their vision and Mission Statement.
5. Support fund raising efforts by the Partnership from private sector interests to support the prosperity of the town centre.
6. Hold and account for monies raised on behalf of the Partnership and provide quarterly financial statements and controls. Spending on this account will only be with the agreement of the Partnership Board.
7. The Council at Cabinet Member and Corporate Director level will meet representatives of the Partnership three times a year, if required, with the agreement of both parties.
8. The Council will be represented on the Board of the Partnership by the Cabinet Member for Business and Skills and Chair of Eastleigh Local Area Committee. A senior manager from the Regeneration and Planning Policy Unit as well as the Town Centre Manager will also generally be in attendance.

### **Eastleigh Town Centre Partnership will:**

1. Canvas and reflect to the Council the representative views of businesses and users of the town centre.
2. Nominate members to meet with the Council.

3. Work with the Council in the achievement of the joint vision for the town centre.
4. Support the Council in its fundraising efforts to promote the town centre.
5. Grow and broaden the membership of the Partnership to ensure it represents the interests of all users of the town centre, in particular; retail, service industries, Police, public transport, residents, leisure and commercial interests.
6. Assist the Council in the dissemination of information.
7. Maintain an organisational and reporting structure which reflects the views of all town centre users.
8. Gather evidence for key issues and make recommendations to the appropriate bodies.
9. Devise a Business Plan and report regularly to the Partnership Board and the Council on its activities and objectives.

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Signed:

For Eastleigh Borough Council

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For Eastleigh Town Centre Partnership

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Dated .....

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