

Oakham Task & Finish Group



**OAKHAM TOWN TASK AND FINISH GROUP
3 OCTOBER 2018 6PM-8PM
COUNCIL CHANBER**

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A G E N D A

1) APOLOGIES

2) APPROVAL OF MINUTES

To approve the notes from the meeting held on 19 September 2018.
(Pages 5 - 32)

3) ACTIONS FROM LAST MEETING

ACTION	OWNER	NOTES/TARGET DATE/COMPLETED
Feedback/comments for amendments to the Survey/Evidence Report to be sent to Governance	All	Close of play Thursday 20 September 2018
Comments/Feedback to be incorporate before formal adoption of report by the Task and finish Group and other organisations	JC/All	
FINAL Version of report to be circulated to the group before publication with the minutes	Governance	JC to provide Governance with Final Version
NT to circulate CW Presentation	NT	
Draft presentation for Business Meeting and circulate to Group for comment	AD	AD to draft presentation Governance to circulate for comment/feedback
Issue of invites for breakfast meeting	AD	
Any additional contacts for	All	

businesses to be sent to AD (Check compliance with GDPR)		
Final Breakfast Meeting presentation to be circulated to the group (through Governance) for use with other stakeholders/interest groups	AD/Governance	AD to provide final copy to Governance Governance to circulate
Facebook Page - Short link required	DB	
Facebook page launch following receipt of Short link	HB	
Draft short/easy read summary of work to date/evidence base/direction of travel	JC/Group/Governance	JC to draft Governance to circulate Group to comment/feedback Final summary document agreed by Group
Final Report to identify a structure for further work - Focus Area/Composition/Governance of core group and sub groups to be discussed	All	For discussion at next meeting?

4) UPDATE ON FORWARD FRAMEWORK REPORT

To receive a verbal update on the Forward Framework from the Independent Chair.

5) UPDATES FROM SUB-GROUPS

- Communications
- Business breakfast promotion and presentations
- Report from sub group looking at 3 key identified areas

6) TIMETABLE AND AGREED ACTIONS

DATE	EVENT
25 April 6 – 8pm 22 May 6 – 8pm 26 June 6 – 8pm 12 July 6 - 8pm (Cancelled) 16 August 6 – 8pm 19 September 6 – 8pm	Task and Finish Meetings
14 June 2018 7pm	GIR SP Meeting (Update)
13 September 2018 7pm	GIR SP Meeting (Update)
3 October 2018 (6pm- 8pm)	Task and Finish Meeting

18 October 2018	Task and Finish Group Meeting to agree final report
15 November 2018 (Final Proposals from Task and Finish Group required by 29 October 2018)	GIR SP Meeting to consider final reports of the Task and Finish Group
December 2018 (Date TBC)	Council Meeting

7) ANY OTHER BUSINESS

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DISTRIBUTION

MEMBERS OF THE Oakham Town Task and Finish Group:

Mr Daniel Bottomley(Oakham Town Council Representative)
Mr Alf Dewis (Oakham Town Partnership Representative)
Mr Paul Dowse (Oakham Neighbourhood Plan Steering Group Representative)
Mr Tim Norton (Business Representative/Representative of OK2Way)
Mr Ben Callaghan (Ward Member – Oakham South East)
Vacancy (RCC Councillor)
Mr Jeffrey Dale (Ward Member – Oakham North East)
Mrs June Fox (Ward Member – Exton)
Mr Richard Gale (Ward Member – Oakham North West)
Mr Alastair Mann (Ward Member – Oakham North West)
Mrs Joy Clough (Oakham Residents Group)

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OAKHAM TOWN TASK AND FINISH GROUP

19 September 2018, Council Chamber, Catmose

PRESENT: MEMBERS

Mr B Callaghan	Ward Member – Oakham South East
Mrs J Clough	Oakham Residents Group
Mr A Dewis	Oakham Town Partnership
Mr J Dale	Ward Member – Oakham North East
Mr P Dowse	Oakham Neighbourhood Plan Steering Grp
Mrs J Fox	Ward Member – Exton
Mr A Mann	Ward Member – Oakham North West
Mr C Wade	Independent Chairman

OFFICERS PRESENT:	Mrs H Bremner	Strategic Communications Advisor
	Mr S Ingram	Strategic Director for Places
	Mrs N Taylor	Governance Manager

ITEM	SUBJECT	ACTION
1.	APOLOGIES No apologies were received.	
2.	APPROVAL OF MINUTES The minutes of the meeting held on 16 August 2018 were approved by the group.	
3.	ACTIONS FROM LAST MEETING The list of actions was as published with the agenda, the list was reviewed and updated regularly.	
4.	UPDATE ON REPORT TO GROWTH INFRASTRUCTURE AND RESOURCES SCRUTINY PANEL The Chair confirmed that the update report presented to the Growth, Infrastructure and Resources Scrutiny Panel on 13 September 2018 had been well received and members had made positive comments regarding the work done so far. The Chair asked members to feedback to their respective groups to ensure they were well informed and supported the process.	All
	During discussion the following points were noted:	

- i. Mr Dewis highlighted that the Council would soon be looking at budget setting and so it was important for the group to report any recommendations as quickly as possible so they could be taken into account;
- ii. Mr Wade confirmed that all organisation/groups would need to look at availability of funding and options for financing projects, it may also be useful to look to external funding streams such as grants; **All**
- iii. Mrs Clough felt that the group had spent a considerable amount of time on the evidence base and that it was now time to look toward the recommendations; and
- iv. Mr Wade stated that it was important to ensure that the process for developing recommendations and any proposals for future project frameworks were agreed by all stakeholders.

5. COMPOSITE SURVEY REPORT AND EMERGING ISSUES

During discussion the following points were noted:

- i. Mr Wade commended Oakham Residents Group and all those that had contributed to the collation of evidence and production of the report;
- ii. Members of the group were supportive of the report and felt it had been a valuable piece of work and provided a useful evidence base;
- iii. Mr Wade felt that the report contained a few statements of opinion rather than fact and that these small area undermined the predominantly factual basis of the report. Mr Wade would forward his suggestions for amendment for consideration by the group; **CW**
- iv. Although the report had been circulated outside of the Group it had not been formally ratified and as such was still considered as a draft version;
- v. All Members were asked to provide any comments and/or suggestions for amendments to the report to JC by the end of the week. JC would amend the report and then recirculate a final version. **All**

6. COMMUNICATIONS AND ENGAGEMENT UPDATE

During discussion the following points were noted:

- i. Mrs Bremner confirmed that the updated survey had gone live and that a press release and social media messages had been issued. The original survey had reached predominantly frequent users and so far the re-issued survey was reaching a higher percentage of infrequent users. The short link was required before the Facebook page could be launched; **DB**
- ii. Mr Wade suggested that the evidence from the re-issued survey should be added to the evidence report once it had been collated; **JC**
- iii. Mr Dewis confirmed that the date of the Business Breakfast meeting had been confirmed as 17 October 2018 at The **AD**

Barraclough, Oakham School, 8am - 8.45am. Invites would be sent out shortly to all businesses on the Oakham Town Partnership database.

- iv. Mr Dewis confirmed that the presentation would be provided by himself and colleagues from Oakham Town Partnership. The presentation would be circulated to members of the group for comment in advance of the breakfast meeting. **AD**

7. NEXT STEPS AND OUTPUTS; CREATING A FORWARD FRAMEWORK

Mr Wade provided a presentation on the Forward Framework (Appended to the minutes) which identified the following as the key areas of focus arising out of the evidence report:

- Marketing and Enterprise
- Community, Leisure and Cultural services
- Parking, Traffic, Access and Environmental Enhancement

During discussion the following points were noted:

- i. Mr Wade explained how the group could develop a project framework in order to obtain agreement on priority issues and future resourcing requirements;
- ii. The various external funding options would need to be explored, along with available resources from amongst the organisations of the members of the group; and
- iii. In order to bid for external funding the Group would need to have developed a clear strategy and process for delivery of the project, including a clear governance structure for any project/sub groups. All partner groups would need to endorse proposals for the forward framework. **All**

8. TIMETABLE

Mr Wade highlighted that available time had been reduced due to the By Election and that it was now important to be realistic about what could be achieved in the time left.

During discussion the following points were noted:

- i. Mr Wade suggested that work on a draft summary version of the evidence report and direction of travel should be produced which could be communicated to stakeholders/partners and the wider community in order to promote partnership working and get agreement and support. **JC**
- ii. The presentation being used for the breakfast meeting could also be shared with members of the group who can in turn share the presentation and the short summary with their own organisations and with any partner organisations where they had contacts; **All**
- iii. Mrs Fox felt that some preliminary informal sub-group meetings (aligned to the 3 identified areas) could be held before the next meeting in order to develop some detail around the process and **JF**

- recommendations;
- iv. Communication with partners and stakeholders may be necessary in order to manage expectations around what the final proposals may look like. The commitment of all partner organisations to a project structure with clearly defined focus areas/themes would be a step forward and would be the start of a longer process to develop plans for the delivery of improvements;
 - v. It would be difficult for the Group to develop a set of proposals that would suit everyone and often a solution to one issue could lead to issues in other areas.

All

9. ANY OTHER BUSINESS

There was no other business.

10. AGREED ACTIONS

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Date of next meeting: 3 October 2018 - 6PM

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The Chairman declared the meeting closed at 8.19pm

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Revitalising town centres



The what and the how

Oakham Task & Finish Group September 2018

Minute 10m 7



People & Places bring you the 'Talk of the Town'; where ideas are shared and inspiration found.

Creators of **Revitalising Town Centres** a handbook and on-line toolkit for council leadership

Open for business

The talk of the Town

Brought to you by PEOPLE PLACES

Talk of the Town

Our SPECIALITIES

Understanding town trends

creating TALENTED teams

PRACTICAL PARKING Solutions

planning for people

Our specialities

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For Starters

- Self help services
- Specialisation
- Delivering local solutions
- Round table reviews

NEWS UPDATES

ILLUSTRATION

E-BULLETIN

GUIDES AND HANDBOOKS

CASE STUDY COLLECTIONS

Online Help & Resources

MONEY MATTERS

SUCCESS STORIES

What's New?



Grimsey's gift to government
24th August 2018



Understanding town centre trends in Oakham
22nd August 2018



Revitalising town centres handbook launched
28th June 2018



Bringing towns to life through events
28th June 2018

People & Places brings: *The Talk of the Town*

- creators of national handbook
- focus on the 'what' & the 'how'
- sharing good practice
- library of free resources
- 20+ years of experience

www.people-places.net

Managing town centre change





Leading a local revival

10



New LGA resources



Revitalising town centres

A handbook for council leadership



Case studies

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Town centre checklist

Success Factors

FOUNDATION	
Evidence and objectives	Has a baseline survey of issues been completed, aims defined, objectives, scope and long-term monitoring of impacts agreed?
FUNCTION	
Parking, travel and access	Is an integrated and customer-focused parking, travel, and access strategy in place?
Planning and property	Are there robust town-centre-first policies, master-planning, priorities within and between towns and has work been coordinated with town centre businesses and landlords?
Streetscape and public realm	Has a funding strategy and ongoing, prioritised streetscape and public realm improvement plan been agreed with an understanding of 'connected value'?
Business support	Is there tailored training/mentoring and a strategy to enhance the quality and distinctiveness of retail, services, hospitality and leisure businesses based on current provision, trends and knowledge of competing centres?
Place branding and marketing	Is there a clear understanding of the town brand with pooled budgets and a creative, collective marketing campaign?
Digital technology and data	Is there an ongoing assessment of digital infrastructure and skills with an investment plan and approach for the collective use of data in marketing and monitoring the town centre?
FORM	
Governance and influence	Is there an appropriate structure, membership and credibility to coordinate local stakeholder activity and influence cross-departmental or other strategic partnerships?
FOLK	
Community engagement and coordination	Is there strong public, private and community engagement with active and coordinated involvement in planning and delivery that extends to community assets development and is backed by a clear communications plan?
Roles and capacity	Are there an effective chair, suitably skilled board, employment of necessary staff, effective management of trained volunteers and clear lines for joint working with other stakeholder groups?
FUNDING	
Finances and investment	Is there an organisation with robust financial procedures and strategy agreed for diverse and sustainable fund raising and income to support a town centre? Is it 'run as a business' with inter-relationships understood and investment secured?
FORWARD PLANNING	
Strategy and plans:	Is there a well-defined 'forward framework' comprising an overarching vision/strategy, a rolling organisational business plan and a parallel action plan coordinating delivery on the ground?

Using the handbook

Handbook

- overview of issue
- online toolkit

Checklist

- self-diagnosis checklist
- organisation & action

Resources

- guidance & references
- case studies



Gathering evidence case study: Southwold's Forward Framework



Multiples-v-independents

Parking-enforcement
Business-rates/rent
Dog-do's/don'ts
Traffic-restrictions
Second-homes
Housing-shortage
Public-transport
Leisure-facilities

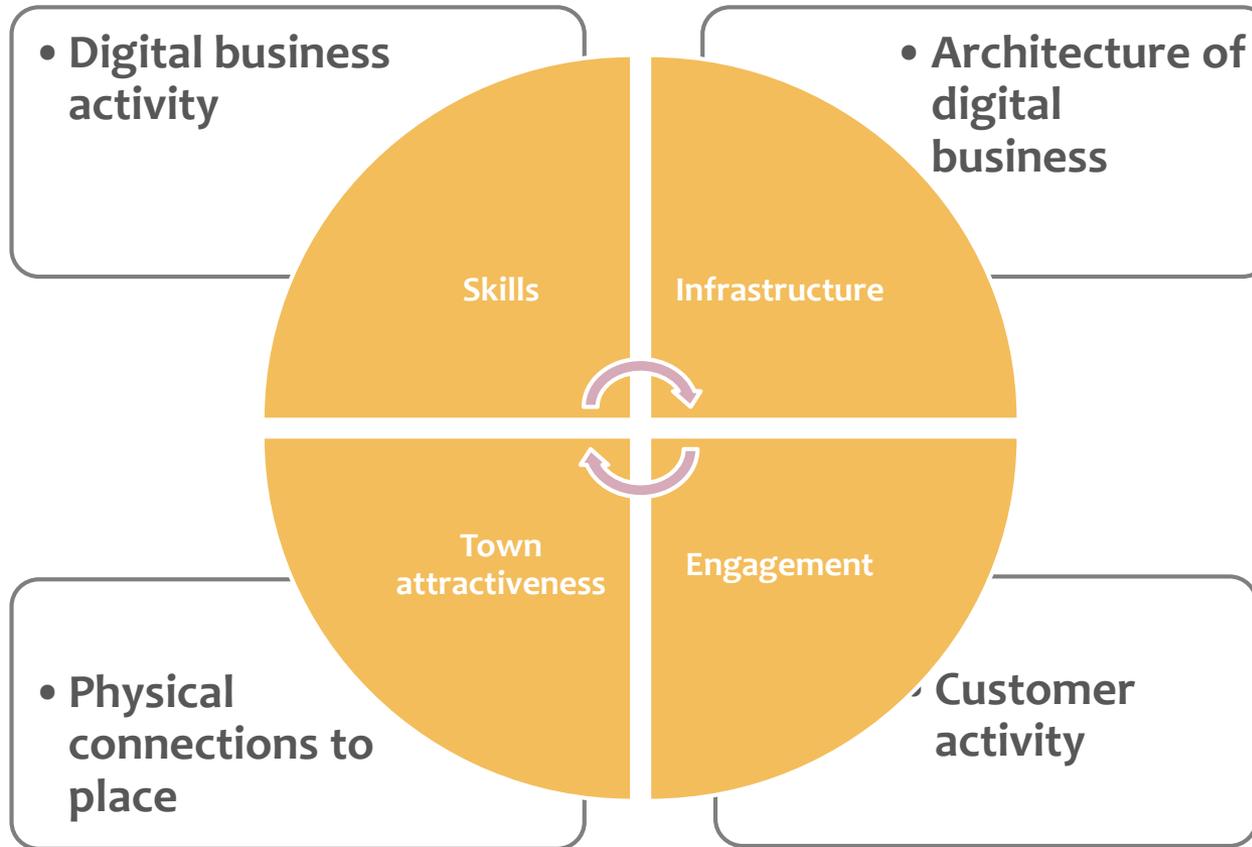
Parking-quality/quantity

Multiples-v-independents
Parking-charges
Traffic-restrictions
Business-rates/rent
Parking-quality/quantity

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Gathering evidence case study: *Digital High Street Warwickshire*



Reviewing your town's checklist

- ✓ *FOUNDATION; evidence & objectives*
- FUNCTION*
- ✓ *parking, travel & access*
- ✓ *planning & property*
- ✓ *streetscape & public realm*
- ✓ *business support*
- ✓ *place marketing & branding*
- ✓ *digital technology & data*
- ✓ *FORM; governance & influence*
- FOLK*
- ✓ *community engagement & coordination*
- ✓ *roles & capacity*
- ✓ *FUNDING; finances & investment*
- ✓ *FORWARD PLANNING; strategy & plans*



‘What’ to focus on: the function



FUNCTION: parking, travel & access



*Building on evidence to...
take a joined-up approach:*

- link parking with travel & access
- understand customers' needs
- quality of parking experience
- quantity & convenience
- cost & duration to manage use
- assess future demand
- monitor with 'data dashboard'



FUNCTION: business support

*Understanding changing customer habits to
... kick-start a collective town centre revival:*

- business-led response
- defining town's retail role
- joint marketing & events
- evolving retail flexibility
- up-skilling incl. digital
- focusing on food & leisure
- investigating a BID



FUNCTION: branding & marketing

*Collaborate to emphasise culture & character...
to create a collective & authentic 'place brand':*

- simple & engaging 'story'
- flexible marketing material
- 20 • clear marketing strategy
- with community & business
- target visitor economy
- invest in arts & culture'
- organise festivals & events



‘how’ to get
organised &
deliver:
folk, form,
finances &
forward
framework



*Engage with wider community & involve partners to...
spread workload, change perceptions & add value:*

- communications planning
- engaging stakeholders
- coordinating actions
- consider transferring assets
- clarify roles & responsibilities
- assess skills & capacity



FORM: governance & influence

*Determine organisational form, role & resources to...
deliver long-term success through delivery & influence:*

- Form follows function
- balance 'doing' & influence
- define council's role
- involve partners as equals
- support capacity building
- review organizational models
- public-private partnerships



Reviewing Oakham's town centre checklist

- 
- A large graphic of a clipboard with a yellow clip at the top and a dark red border. The checklist is written on a white sheet of paper in the center.
- ✓ *FOUNDATION; evidence & objectives*
 - FUNCTION*
 - ✓ *parking, travel & access*
 - *planning & property*
 - *streetscape & public realm*
 - ✓ *place marketing & branding*
 - ✓ *business support*
 - *digital technology & data*
 - ✓ *FORM; governance & influence*
 - FOLK*
 - ✓ *community engagement & coordination*
 - ✓ *roles & capacity*
 - ✓ *FUNDING; finances & investment*
 - ✓ *FORWARD PLANNING; strategy & plans*

Promoting the positive

Businesses part of collective work to promote the town's existing attributes:

- locals, visitors & tourists
- attractive destination
- customer-friendly
- good cafes/restaurants
- independent shops
- convenience
- access to services
- culture & community assets



Tackling priorities

Council and communities strengthening 'hub' by improving access & services alongside retail:

Transport & access

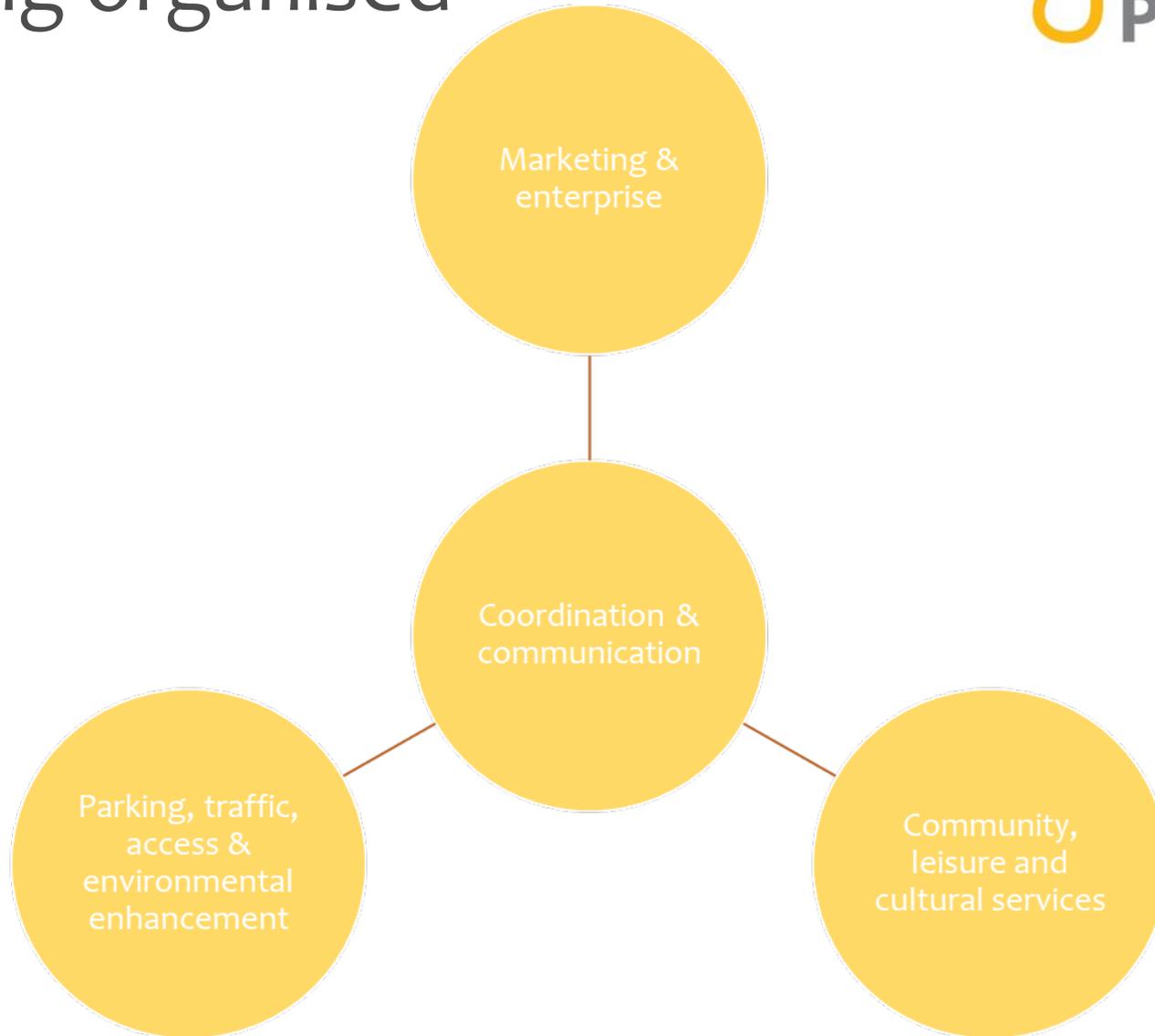
- parking management
- encouraging foot-flow
- planning & property review
- street enhancements

Community & culture

- leisure facilities
- Cultural assets
- access to services



Getting organised



Next steps

Task & Finish Group to produce... initial Forward Framework:

- ✓ Factual evidence base
- ✓ Agreement on priority issues & indicators
- ✓ Communications and engagement plan
- ~~38~~ ✓ An outline partnership structure
- ✓ Statement of future resourcing needs

Oakham Task & Finish Group

