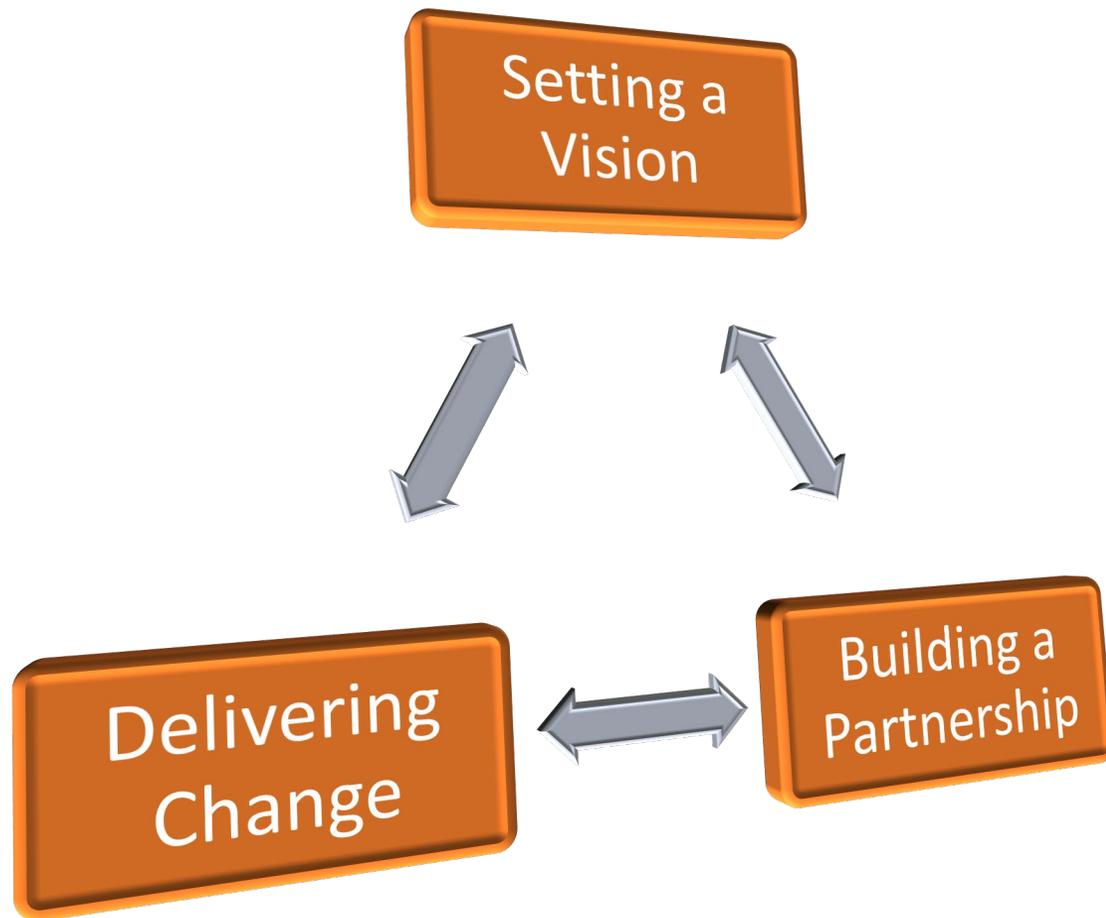


# Lessons Learned from Salisbury

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Considerations for Partnership Structure

# Place Partnership Cycle



- Limited factors of influence under direct control
- Large range of actors with different impact
- An agreed vision for a place will support collective effort



<b>PRIORITY</b>	<b>COMPONENT FACTORS</b>	<b>THEME</b>
ACTIVITY*	Opening hours; footfall; shopping hours; evening economy	Experience
RETAIL OFFER	Retailer offer; retailer representation	Experience/ Businesses
VISION & STRATEGY	Leadership; collaboration; area development strategies	Programme
EXPERIENCE	Centre image; service quality; visitor satisfaction; familiarity; atmosphere	Management/ Experience
APPEARANCE	Visual appearance; cleanliness; ground floor frontages	Management/ Experience
PLACE MANAGEMENT	Centre management; shopping centre management; Town Centre Management (TCM); place management; Business Improvement Districts (BIDs)	Programme
NECESSITIES	Car-parking; amenities; general facilities	Management/ Physical
Anchors*	Presence of anchors - which give locations their basic character and signify importance	Businesses
NON-RETAIL OFFER	Attractions; entertainment; non-retail offer; leisure offer	Experience
MERCHANDISE	Range/Quality of goods; assortments; merchandising	Businesses
WALKING	Walkability; pedestrianisation/flow; cross-shopping; linked trips; connectivity	Management/ Physical
PLACE MARKETING	Centre marketing; marketing; orientation/flow	Experience
NETWORKS & PARTNERSHIPS WITH COUNCIL	Networking; partnerships; community leadership; retail/tenant trust; tenant/manager relations; strategic alliances; centre empowerment; stakeholder power; engagement	Programme
ACCESSIBLE	Convenience; accessibility	Management/ Physical



<b>PRIORITY</b>	<b>COMPONENT FACTORS</b>	<b>THEME</b>
DIVERSITY	Range/quality of shops; tenant mix; tenant variety; availability of alternative formats; store characteristics; comparison/convenience; chain vs independent; supermarket impact; retail diversity; retail choice	Businesses
ATTRACTIVENESS	Sales/turnover; place attractiveness; vacancy rates; attractiveness; retail spend; customer/catchment views; Construction of out-of-town centre	Businesses
MARKETS*	Traditional markets; street trading	Experience
RECREATIONAL SPACE	Recreational areas; public space; open space	Physical
BARRIERS TO ENTRY	Barriers to entry; landlords	Businesses
Safety/Crime	A centre KPI measuring perceptions or actual crime including shoplifting	Management
ADAPTABILITY	Retail flexibility; retail fragmentation; flexibility; store/centre design; retail unit size; store development; rents turnover	Businesses
LIVEABLE	Multi/mono-functional; liveability; personal services; mixed use	Physical
REDEVELOPMENT PLANS*	Planning blight; regeneration	Physical
Functionality*	The degree to which a centre fulfils a role – e.g. service centre, employment centre, residential centre, tourist centre	Programme/ Physical
INNOVATION*	Opportunities to experiment; retail Innovation	Experience



TH	MANAGEMENT	EXPERIENCE	RETAILERS	PHYSICAL	PROGRAMME
IPM 25 Factors	<p>Experience</p> <p>Appearance</p> <p>Necessities</p> <p>Walking</p> <p>Accessible</p> <p>Safety/Crime</p>	<p>Activity</p> <p>Place Marketing &amp; Communication</p> <p>Experience</p> <p>Appearance</p> <p>Non-Retail Offer</p> <p>Innovation</p>	<p>Retail Offer</p> <p>Anchors</p> <p>Merchandise</p> <p>Attractiveness</p> <p>Barriers to Entry</p> <p>Adaptivity</p>	<p>Necessities</p> <p>Walking</p> <p>Accessible</p> <p>Recreational</p> <p>Space</p> <p>Liveable</p> <p>Redevelopment</p> <p>Functionality</p>	<p>Vision and Strategy</p> <p>Data and Analysis</p> <p>Place Management</p> <p>Networks and Partnerships</p> <p>Functionality</p>
AIM	<p>Ensuring the existing aspects of the town centre are well managed and maintained</p>	<p>Driving a quality experience for residents and visitors</p> <p>Delivering new experiences to drive consistent footfall</p>	<p>Supporting businesses to access the high street and its opportunities.</p> <p>Supporting the right mix of businesses for the catchment</p>	<p>To reduce vacant or space in town centres and deliver sustainable mixed-use centres which attract residents and visitors</p>	<p>Build an understanding of local high streets, and developing sustainable models of place leadership</p>



## Transition

- Analyse data and evidence on challenges and opportunities
- Identify and deliver projects to increase short-term economic activity
- Identify active partners in the settlement

## Revitalisation

- Projects over the medium term (2-5 years) including individual regeneration projects
- Identify aspirations and vision for the settlements future
- Begin to address structural challenges and identify the project pipeline
- Maintain initial levels of activity

## Transformation

- Ensure the partnership is sustainable
- Enshrine the vision
- Review, agree and progress the project pipeline
- Build a sustainable legacy

# Next Steps

- Do these themes support partnership work in Chippenham?
- Are the 25 factors elements that should be considered for the town centre and how?