Caistor Development Trust
(Caistor Development Partnership)

REVITALISING CAISTOR

Business Plan

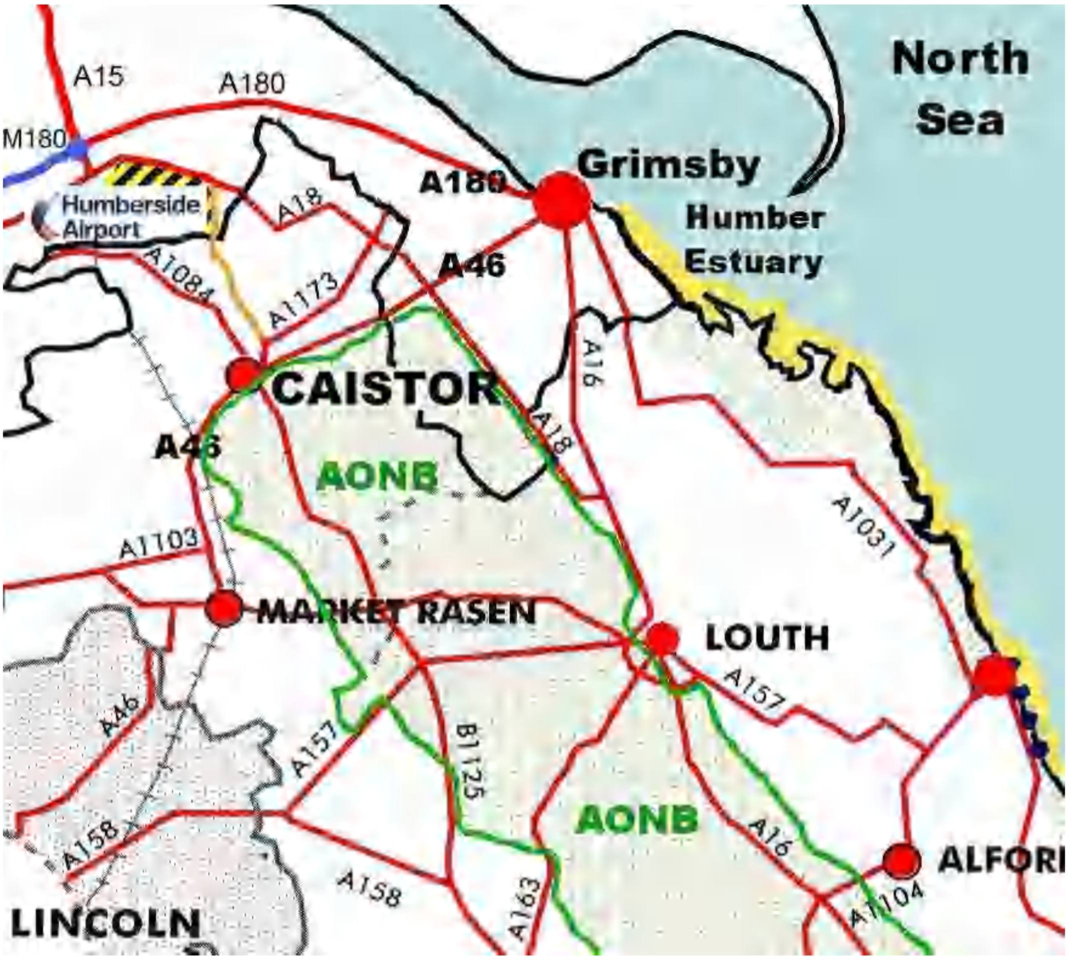
June 2005

Economic Study by
University of Lincoln

Funded by
East Midlands Development Agency
(EMDA)

CAISTOR'S LOCATION

On the North Western edge of the Lincolnshire Wolds, Area of Outstanding Natural Beauty (AONB), at the junction of the A46, A1084, A1173 and B1125. 8 miles from Humberside International Airport and 12 miles from Grimsby.



Principal Local Authorities are:-

Lincolnshire County Council – 01522 552222
West Lindsey District Council – 01427 676676
Caistor Town Council - 01472 851174

Contents

1. INTRODUCTION

101 The small town of Caistor in North Lincolnshire has a history dating back to the Romans and a wealth of historic buildings. Recent change has left the town facing economic decline. The Caistor Development Partnership (CDP), and the associated Caistor Development Trust (CDT – a not-for-profit company limited by guarantee), have found that reversing this decline is a high priority for local people and commissioned the University of Lincoln to investigate the matter and to work with them to prepare this business plan.

102 Caistor is at once unique and typical of small towns in England. Unique in its history and architecture, and indeed its approach to economic revival; typical in that its difficulties are replicated in hundreds of small towns across England, especially in peripheral counties such as Lincolnshire, Norfolk, Herefordshire, Shropshire, Devon and the counties north of York. The challenge is to find ways of securing economic revival that are consistent with the town's history and built environment.

103 Caistor is regarded by experts as a 'jewel', an interesting and attractive Georgian market town on the western edge of the Lincolnshire Wolds, an area of outstanding natural beauty (AONB), and on the Viking way.

104 Since medieval times, the rationale for Caistor's existence has been its role as a centre for markets and trading for a wide, sparsely-populated rural area, reflected in its nineteenth century status as the centre of a 'union' of parishes. The fundamental challenge faced by Caistor is that this role has been undermined by near-universal car ownership, meaning that it is almost as easy for local people to shop and work in the surrounding towns as in Caistor itself.

105 Changes in consumer behaviour and the development of out-of-town multiple retailers have reduced the significance of traditional retail activities in places such as Caistor town centre.

106 Caistor has been successful in securing Townscape Heritage Initiative (THI) funding for physical regeneration of the town centre. The THI proposals are essential to enable the supply side of the local property market to work effectively and to under-pin economic revival. They are, however, subject to separate planning processes and are not considered in any detail here.

107 The remainder of this document is structured as follows:

Section 2 indicates the process that we adopted

Section 3 presents a snapshot of the town, based on the limited available economic data, and on reasonable inferences from them

Section 4 comments on possible 'visions' for Caistor, ie on how the town might look in, say, seven years from now

Section 5 reports on the views expressed by organisations and individuals that we consulted on the key issues facing Caistor

Section 6 draws together our analysis and presents a plan for change

2. THE BUSINESS PLANNING PROCESS

201 The process of development of this business plan involved:

- consultation with individuals and organisations inside and outside Caistor - a list of those consulted forms Annex A
- desk research on the limited range of economic and other data available on Caistor
- a vision event in Caistor
- analytical work leading to the development of this plan.

202 Further details of the process appear in the proposal by the University of Lincoln to offer consultancy assistance with this work.

3. A SNAPSHOT OF CAISTOR

301 Caistor is a small market town situated in the North of Lincolnshire, just off the A46 between Lincoln and Grimsby at the A46/A1084/A1173/B1225 Junction. The town is within commuting distance of Lincoln, Grimsby, Scunthorpe and the Humber Bank. It is only eight miles from Humberside International Airport, and offers easy access to the M180 and the Humber Bridge. Economic activities in nearby towns both complement and compete with economic activity in Caistor. They increase job opportunities for Caistor residents, but compete with Caistor retailers.

302 Caistor enjoys a favourable location, at once profoundly rural but enjoying excellent access to the uncongested M180 and to Humberside airport. Although sometimes regarded as isolated, the reality is that Caistor enjoys excellent access to the main business centres of northern England and the country as a whole.

303 A further attractive feature of the town is its good schools. Caistor Grammar School (selective 11-18) and Caistor Yarborough School (comprehensive 11-16) each achieve excellence in their different ways as does the primary school[1].

304 One negative feature of Caistor is the heavy goods traffic on the narrow High Street. HGVs from local distribution companies, quarries and general traffic are a serious blight on this part of the old town and it is obviously desirable, if at all practicable, to divert or reduce this traffic flow. The ideal method of doing this would be through construction of the long-planned Western Relief Road. This would entail substantial costs, but would bring even greater benefits. In the long term, it would prevent the progressive destruction of a unique part of England's heritage; and in the short to medium term, it would promote the regeneration of the town and thereby underpin the revival of property and labour markets that, as we suggest later, is essential to Caistor's future.

305 In the remainder of this section we describe (3.1) the demographic profile of Caistor and then its business and employment profile (3.2). On each of these topics we draw reasonable inferences from the limited available facts, as well as presenting the facts themselves. In sub-section 3.3, we present a SWOT analysis.

3.1 Demographic Profile

306 A local strategy document (May 2001) describes Caistor as being close to the English ideal place to live and estimates the population as 2600. National Statistics estimate that the resident population of Caistor in mid-1998 was 2500, which is 3 percent of the population of West Lindsey district. According to them 19 per cent of Caistor population in mid 1998 were aged under 16, 57 per cent were aged between 16 and 59 and 25 per cent were aged 60 and over, virtually the same as the West Lindsey and national averages.

[1] The most recent OfSTED reports on the three schools are thoroughly satisfactory

307 Separate data from the Newspaper Society, covering a rather larger area, indicate that Caistor had a population aged 15+ of 4499 living in 2219 households and distributed as follows: aged between 15 and 34, 1142; aged between 35 and 54, 1625; aged 55 or more, 1732. Caistor ***looks*** like a larger place than the official statistics of about 2500 people indicate, and it may be that there is some artificiality to ward boundaries. This report is a plan for the town of Caistor, though we have sometimes had to use Caistor ward data for want of other statistics.

309 Demographic change in Caistor is likely to be slow unless there is major housing development. We understand that there are tentative plans for as many as 300 new houses to the west of the town, and that development on a more modest scale is already proceeding elsewhere within Caistor. Development on this scale would have a major impact, and even comparatively moderate development could affect Caistor significantly. Housing development is often controversial, but on narrowly economic grounds a rise in population would add to local spending and thereby assist the revitalisation of Caistor. This impact is difficult to quantify as it depends on the behaviour of individual households. Assuming an average household income of £24,000 and 'withdrawals' (taxes and savings, ie elements of income that are not spent) of about one third of income, household consumer expenditure may average some £16,000. Only a small fraction will be spent in Caistor and of that fraction only part will be added value (a loaf of bread bought in Caistor is partly added value for the retailer but partly added value for the bakery firm outside the town). Conventional estimates for a place as small as Caistor would indicate added value for the town of perhaps 15% of consumer expenditure, or say £2400 per new household. It is necessary to add multiplier and linkage effects, ie the effects, respectively, of recipients of increased expenditure raising their own consumption expenditures, and raising their purchases of supplies. Again, this effect will be small in Caistor and might raise the impact of the £2400 of beneficial consumer expenditure to say £3000. This benefit for Caistor will translate into additional employment (including self-employment), which in the service occupations that we are considering might yield one job per £30,000 of expenditure or one job per ten new households. These impacts are difficult to measure, but the figures above are (a) in line with DTI guidance for such calculations and (b) intuitively reasonable, in that ten new households might be expected to sustain about one extra job if one reflects on the ordinary behaviour of people - some Caistor shopping, use of local pubs and restaurants, use of local construction and other suppliers etc.

3.2 Business and employment profile

310 'Caistor is small enough to have an identity as a community, and yet large enough to provide shops, pubs, Post Office, good schools, medical practice, bank, solicitor, accountants and public library, all within walking distance for many residents.' (A Strategy for Caistor, May 2001)

311 According to the national statistics there were 1100 employee jobs in Caistor at September 1998, 6% of the West Lindsey total, of which 600 were for men and 500 for women. We know from anecdotal evidence that many Caistor jobs are filled by in-commuters and, conversely, that many Caistor residents commute out to work.

312 At present, about half of the UK population is in work[2]. We have no reason to suppose that Caistor is different, especially as the age distribution of Caistor's population is close to the national average, so the most recent official estimate of the population (2,500) implies about 1,250 people in work - rather more than the number of jobs (1,100). This implies that out-commuting is somewhat greater than in-commuting. There might (these figures are speculative, of course), for instance, be 600 Caistor people with jobs in Caistor, 650 Caistor-resident out-commuters, and 500 in-commuters to Caistor jobs from outside.

313 There were 85 VAT registered enterprises in March 2000, 10 in agriculture, 10 in the production industries, and 65 in the construction and other industry. Analysis of VAT registered enterprises by employment indicates that all 85 enterprises had between 1 and 49 employees.

314 The VAT register is a useful starting point for analysis, but we would make the following qualifying points:

- The smallest firms - mainly self-employed individuals - are not required to register for VAT. In the UK as a whole, such firms are more numerous than VAT-registered firms. The national figures suggest that Caistor will have about 100 unregistered firms but probably with few employees other than the proprietors themselves;

- For confidentiality reasons, the VAT numbers are rounded to the nearest five, so 85 is really 83-87, and ten firms in agriculture really means 8-12

- Also for confidentiality reasons, the VAT analysis never reveals data that could be identified with a particular firm. This means that Cherry Valley, which certainly has over 49 employees, and possibly one or two other firms in the same position, are not reported in the size analysis

- Public organisations such as schools will generally not be registered for VAT but nonetheless represent major sources of employment

- Organisations in a size band such as 1-49 employees are heavily concentrated at the bottom end of the range. It is unlikely that the average employment in this group exceeds, say, seven. On that assumption 85 firms employing seven people each on average (about 600 employees in all), plus one or two big employers, such as Cherry Valley), plus about 100 people in unregistered firms, plus public sector employment seems broadly consistent with 1100 jobs in total within Caistor.

315 There is a clear, and desirable, separation of employment zones in Caistor. First, there is the retail core of the town, including restaurants etc; second, there is public sector employment, chiefly in the schools and again concentrated in the town itself; third, there is the industrial estate to the west of the town and very much less sensitive architecturally than town centre activities; finally, there are the outlying parts of the ward, chiefly associated with agriculture

[2] This is a crude average, of course. Few people under 16 or over 65 work, but the proportion of workers between those age groups is much higher than 50%

3.3 SWOT Analysis

316 Analysis of the strengths, weaknesses, opportunities and threats facing a town or other entity is a widely used technique. Its relevance to Caistor's economic revitalisation is primarily about the factors that make Caistor attractive - or unattractive - to business, whether new business start-ups or businesses moving to Caistor. Key features in the Caistor SWOT analysis are as shown below.

STRENGTHS	WEAKNESSES
• Good schools • On the picturesque Lincolnshire Wolds (AONB) • An historic town • Commitment to business and regeneration from the community • 'Ideal English place to live' • Close to Grimsby (port), Humberside Airport, and the uncongested M180 • Cultural life of the town • Excellent sporting facilities • Low crime rate and a 'feel-safe' factor	• Derelict state of the town centre buildings • Geographical isolation – at least in some peoples' perceptions • Development in neighbouring towns (Grimsby, Market Rasen) • Current shortages of business workspace • Possible shortage of suitably skilled workers • Heavy goods traffic on High Street, greatly exacerbated by the lack of a suitable relief road • Traffic congestion[3]
OPPORTUNITIES	**THREATS**
• Tourism and related industries • Footloose, ICT-based, industries • Geographical Location • Potential ability to provide low-cost living accommodation/workspace	• Planning law and change-of-use restrictions on redevelopment

[3] We record this congestion here as a perception amongst some consultees, but do not consider it to be a serious problem

4. A VISION FOR CAISTOR

4.1 Introduction

401 It is generally[4] thought useful to have a 'vision' of how a place should ideally look in the medium term, which forms the basis for planning to attain the vision. The vision might be simple (eg, as an illustration only, 'by 2007, Caistor will have a properly paved market place and 10,000 sq ft of new development on the industrial estate') or more complex.

402 A vision for Caistor and the surrounding settlements is a vital part of the revitalisation programme. It is important to set out clearly what the community wants compared with the current state. As a first major step in the process of creating a vision, Caistor Development Partnership conducted a public opinion survey in February 2001, distributing a questionnaire to all 1100 households in Caistor.

404 An analysis of responses to the opinion survey indicates that the matters of greatest concern to the townspeople is

- To bring back shops and businesses to the town, and second only to this is
- To improve the appearance of the town centre, for instance of the High Street, degraded as it is by heavy traffic.

405 In November 2002, a vision-building event was held at which residents participated in sharing and shaping the vision. At the event several possible visions for Caistor were presented and discussed. They were consciously 'extreme' visions, intended to polarise the options plausibly available to the town and it was always likely that members of the partnership would prefer a compromise between two or more of them - as indeed it proved. In the next sub-section, we review the options presented.

4.2 Possible visions for Caistor

406 The options presented were as follows:

1. A Beautiful Dormitory Town – a nice place to live and socialise but not necessarily to work, though certainly with local service businesses.
2. The Georgian Market Town – preserving the Georgian character of the town and building a dynamic retailing and tourism centre based on that character.
3. The Small Business Centre or Entrepreneurial Town - attracting, fostering and sustaining small businesses as the key to economic revitalisation.

[4] This is not a universally-held view. Scepticism about visions generally arises, however, from vague and poorly-drafted visions and perhaps from the rather millenarian word itself. A vision can be useful as a simple statement of where a town (or firm or other entity) wishes to be in the medium to long term

4. Caistor as an improved version of itself – no marked changes, but simply 'good housekeeping', doing everything a bit better.

5. Caistor as a big business location - attracting one or more operations that are large by Caistor standards, employing 100 people or more.

6. Something else – stakeholders were invited to suggest alternative views of how would they like their town to be, though in fact nothing was proposed that did not fall within the five views suggested above.

407 The exercise helped to identify different viewpoints from different stakeholders and problems, concerns and associated barriers. A general observation during the exercise was that the ultimate goal is economic and associated development, even though there was more doubt about methods. Aggregate responses are summarised below.

'Beautiful dormitory town'

408 The vision of dormitory market town conflicts with the opinion survey conducted by Caistor Development Partnership, as people want jobs and firms in their market town. This perspective might be accepted if a dormitory town created lots of jobs. It is also interesting to note that during the one-to-one consultancy process (see Section 5), some people thought of Caistor as a dormitory market town already, though this view is not supported by the limited available statistics.

'Georgian market town'

409 The second vision as a Georgian market town with preserved Georgian characteristics would help to build the town as a tourist and retail destination, but Caistor lacks much of the infrastructure and associated amenities to support sustainable tourism activities, and extensive investment would be needed.

'Small business/entrepreneurial town'

410 The third vision as the small business centre/entrepreneurial town is in line with the opinion survey, but there was some pessimism associated with previous experience. This may perhaps flow from past misconceptions about what is achievable: regeneration activity cannot 'create' businesses, rather it aims to put in place the circumstances in which businesses created by individual entrepreneurs can flourish. Residents were concerned about the limited availability of space for development, notwithstanding the allocation of designated areas for business development. The major issue of concern was the condition of the buildings in the market place, many of which are in poor condition. Planning restrictions on conversion of buildings from commercial to residential use was also seen as a difficulty, notwithstanding the planning authority's expressed willingness to be flexible.

'Caistor as an improved version of itself'

411 The suggestion of straightforward 'good housekeeping' and applying regeneration funding to doing things better than at present, without any marked change in what was being done attracted considerable support. It is unclear, however, how this would achieve the goal of expanding business activity.

'Caistor as a big business town'

412 Attracting big business was not seen as a high priority, even defining big business, in a Caistor context, as firms employing 100 people or more. It was, however, regarded as acceptable for such development to take place, almost certainly on the industrial estate.

4.3 Analysis of outcomes

413 The discussion centred on improving the town centre. The 'Strategy for Caistor' identifies the following three main objectives from the residents' survey:

- Encouraging business revival, both retail and other types of business.
- Improving the appearance of the town centre, through conservation and refurbishment.
- Promoting the attractions of Caistor

414 The poor state of some town centre buildings impedes retail growth, inward investment, and further growth. Some buildings have been in poor condition for more than three years and the community would like some initiative for the refurbishment - clearly the THI will go a long way towards meeting this need; as would the construction of the proposed Western Relief Road.

415 The goal of economic revitalisation of Caistor might not be achieved only by the refurbishment of buildings in the town centre or by bringing in business activities in the town centre: activities outside the historic core are important as well.

416 During the vision event, stakeholders suggested that a balance between the first four visions was most conducive to the economic revitalisation of Caistor. The vision that attracted least support was the fifth – 'Caistor as big business'. Even so, it was accepted that Caistor might benefit from having one or two more businesses that are large by Caistor standards - perhaps with 50 or more employees.

5. CONSULTATION WITH STAKEHOLDERS

5.1 Introduction

501 During our work we consulted the stakeholders listed in Annex A, using a semi-structured interview pro forma (Annex B) to investigate:

- their own organisational role
- the economic challenges that they perceived Caistor to face
- economic activities that they judged needed to expand in Caistor
- which organisations need to act in order to secure change in Caistor, and barriers to such action
- what needs to be done next

503 The results from the consultancy process have been aggregated into an overall picture of stakeholders' perceptions of the economic revitalisation of Caistor.

504 All stakeholders endorsed the need to revitalise Caistor and wished either to contribute or to work in partnership towards regeneration. A second general observation was that even though Caistor has typical rural problems, it is better off than the most deprived and economically disadvantaged wards and towns: the implication may be that Caistor's case for regeneration resources on narrowly-defined grounds of need may be weak.

5.2 Organisational roles

505 The discussion focussed on the different roles various organisations could play in the economic revival of Caistor, and on the resources that they have committed or might be able to commit in the future.

506 The organisations consulted were each willing to do whatever they could within their respective remits to assist in the revitalisation of Caistor and to work in partnership with the Caistor Development Trust, which was seen as the most effective way to achieve the common goal.

507 Those organisations that cannot involve themselves directly would like to see Caistor featured in relevant strategies of the county and the region, in order to set an example of successful rural regeneration and 'to put Caistor on the map'.

5.3 Economic challenges facing Caistor

Discussion focused on the economic challenges that Caistor faces and covered various issues that affect Caistor's economic performance from different viewpoints. Most responses covered similar topics in a consistent manner, though counter-arguments were advanced by some stakeholders. The main points **made by the majority of consultees** may be summarised as follows:

- Geographical location with poor access
- Caistor has been 'forgotten'
- Local Government re-organisation in 1974, and the resulting loss to Caistor of local government functions had a negative effect
- Caistor is perceived as a somewhat backward rural area
- Appearances are important and the run-down state of the town centre impedes development
- Competition from out-of-town multiple retailers has a negative effect
- There is failure of commercial property market.

509 Some of these issues are discussed further below under the following heads:

- The Evolutionary Changes - Retail market, Agriculture based industry
- The Physical state of the Buildings
- The Geographical Location
- Business development

Evolutionary Changes in retailing and agriculture

510 The arrival of out-of-town multiple retailers had had a negative impact on retailing and associated activities within Caistor; but Caistor is unable to sustain a large supermarket partly due to the size of the catchment area and partly due to the existing development of supermarkets in adjacent towns.

511 The decline in agriculture and associated industries was as marked in Caistor as in West Lindsey as a whole, which now had 26% of employment in manufacturing and only 8-9% in agriculture and related industries.

The Physical state of the Buildings

512 Derelict conditions of the buildings in the town centre as well as in the industrial estate and other parts of Caistor affects economic growth to a great extent. Physical deterioration stands as a barrier from attracting new business.

513 The physical condition of the town centre is at the heart of the community's concerns. The once thriving market place has lost many of its attractions and

businesses are slowly vanishing. Bringing businesses back to the town centre is crucial.

The Geographical Location

514 The geographical remoteness of Caistor is widely seen as a disadvantage: indeed, the same has been said about Lincolnshire as a whole. On the other hand, geographical location may be developing into an advantage as certain types of firm seek the environmental advantages, relatively low living costs, and reasonably good communications of places like Caistor. This may lead to more demands for housing and supporting industrial activities.

Business development

New businesses

515 There was a generally negative view of the opportunities for attracting new businesses to Caistor, due to the run-down state of the town centre, the shortage of available property and competition from nearby towns

Other business support

516 Similarly, there was scepticism about the ability of Caistor to support, from its small local market, sizable retail businesses; and to support, from its small workforce, the needs of larger or expanding businesses - there was a danger that businesses in Caistor progressing beyond a small size would relocate elsewhere.

5.4 Economic activities that should be considered for expansion

517 The collective response to this question was that sustainable economic development needs a balanced mix of economic activities. Although retailing is crucial, it must be complemented by quasi-retail activity such as specialised food manufacturing, tourism and leisure activity, and by mainstream business activities such as the kinds already present on the industrial estate and of newer kinds especially related to ICT.

5.5 Responsible bodies and possible barriers to action

518 This sub-section compiles the different responses and addresses the issues of who should act and what barriers would they face for the economic revitalisation.

519 The 'community' was felt to be the most important stakeholder group, whether businesses, schools, parents, young people, employers, employees, or retired people. Planning and related issues are the responsibility of local government. Other external stakeholders can also be key players in specific activities.

520 Working in partnership was emphasised during all the consultations. 'Ownership' of revitalisation is as important as its planning and execution. The owners should harness all the resources both external and internal and drive both planning and the execution of plans.

521 Our planning schedules identify the specific partners that we feel, in the light of consultation, should lead the various actions required to regenerate Caistor.

6. PLANNING FOR CHANGE

6.1 Introduction

601 In this section we analyse Caistor's economy and development needs, based on the expressed views of Caistor residents and other stakeholders and on our judgment of how those views might best be made a reality, including as Section 6.4 a summary of they key priorities for early action (some of which is being undertaken already). Your original invitation to tender (Section F) for this work sought information on seven topics. They are listed below together with the main point within this section where each is covered.

- Prospects for business (6.2)
- Plan of Action (spreadsheets)
- Legal, financial and management structures (6.3)
- Business policy (6.2)
- Financial model (spreadsheets)
- Process model (6.3)
- Funding (6.2 and spreadsheets)

6.2 Economic and business analysis

602 As a preliminary point, we would emphasise that it is individual entrepreneurs and workers who will revitalise Caistor, not agencies or planners however well intentioned or well funded. Decisions, for instance, on whether a particular business is or is not needed in Caistor are commercial decisions for individuals or firms. The agency role is to ensure that markets operate as smoothly as practicable and that no artificial barriers impede the taking of commercial decisions.

603 In our judgment, two key markets - those for commercial property and labour - do not work well in Caistor at the moment and action is needed to improve their operation. Heavy goods traffic blights the town centre at present and action to ameliorate this problem will under-pin improvements in each of the two key markets.

604 A functioning commercial property market is one where likely potential occupiers can buy or rent property suited to their needs, and owners can sell or let their properties, within a normal timescale and at market rents or prices. The 'normal' timescale will depend on the nature of the need. In Caistor, we would expect retail units and small scale (up to say 2000 sq ft[5]) office and light industrial premises to be available almost immediately, but more complex or larger premises would probably need to be built (or converted) to order. Market rents or prices are – by definition – set by the market, but rents or prices diverging greatly from those in comparable

[5] This would accommodate up to 20 people in a fairly crowded setting

places, notably the other small towns of northern Lincolnshire, would be prima facie evidence of a malfunctioning market.

605 A functioning labour market is one where employers are able to recruit suitably skilled workers and where individuals are able to find work suited to their skills; ideally, too, these conditions should be met without a need for commuting that is excessive compared with other places. The best evidence for a functioning labour market is low unemployment and, more importantly, a high employment rate[6].

606 In making a judgment about the functioning of Caistor's commercial property and labour markets, we have had to rely on inadequate local statistics and on the opinions of Caistor residents and others. We are nonetheless reasonably confident about the following conclusions:

- The commercial property market functions poorly. Routine business requirements, eg for small scale office space, cannot be met in a timely manner. This difficulty is likely to impede business and employment expansion
- Out-commuting by Caistor residents and in-commuting by outsiders to jobs in Caistor are both extensive
- The number of jobs in Caistor appears to be somewhat less than the number of Caistor residents in work, implying that …
- there is somewhat more out-commuting than in-commuting
- Whilst existing employers do not face serious skill shortages, new employers with skills requirements in, say, ICT, would find it difficult to recruit suitably skilled workers locally and might have to rely primarily on in-commuters

607 The commercial property market, and this is by no means unusual in small towns, operates intermittently. Sometimes workspace becomes available for rent or purchase, whether in the town centre or on the industrial estate. And at all times there are opportunities for new build, conversion or design/build. But this means that new entrepreneurs must either (a) 'hit lucky', wanting something that happens to be available, or (b) be willing to wait and deploy the resources for a customised solution. Neither (a) nor (b) will arise frequently, meaning that entrepreneurs will locate elsewhere. Caistor cannot afford, obviously, to have a large stock of different types of property available for potential entrepreneurs, but this plan envisages a stock of the key types of property likely to be best suited to Caistor's needs – small scale town centre office accommodation and small to medium sized 'shed' units on the industrial estate.

608 Given the conditions described above, we anticipate that, without action, the following trends are likely:

- Slow decline, or at best stability, in the number of jobs and firms in Caistor

[6] The employment rate is the percentage of people of working age in employment. It ranges from about 50% in the most deprived areas to over 90% in the most favoured areas of South East England

- A slow expansion in the number of Caistor residents in employment (in line with regional demographics and trends in labour market participation)[7]

- As a result of the first two bullet points … an increase in out-commuting, and a substantial increase in **net** out-commuting

- Little improvement as a result of business activity in the quality of the built environment

609 We note that these trends are at variance with the wishes of Caistor's people, who want more jobs and businesses rather than fewer, and that the associated rise in commuting runs counter to government policies for environmental sustainability.

610 As a result, action is needed on the supply side of the property market and the supply side of the labour market, and also on their respective demand sides. The form of action proposed in this plan is set out in the tables later in this section.

611 On the supply side of the property market, action to ensure the provision of suitable, standard business premises - focusing on commercial premises in the town centre and commercial/industrial premises in the existing business areas to the west of the town - would seem to be indicated. As we noted in Section 1, the THI initiative is central to the town centre component of this work. As an indicator of scale we would envisage, over time, the development of accommodation for perhaps 200 jobs in the medium term, and potentially a higher target of up to 400 jobs for the longer term (say over 15-20 years). The tables later in this section envisage 113 jobs in the five years for which detail is provided in this plan, and in effect this forms an interim target. In the long term, these figures would be:

- sufficient to restore balance between in-commuting and out-commuting

- sufficient to accommodate gradual population growth

- consistent with the need to avoid development on an inappropriate scale

612 The figure of 200 might need to be revised if one or two sizable businesses were attracted to the town[8], and/or if there were substantial housing development leading to rapid population growth. We have not reviewed in any detail the implications of these targets for planning policy. It appears to us that the 113 job target covered by the detailed schedules in this plan could be accommodated by current policy, but there may be a need for changes to accommodate growth beyond that.

613 On the supply side of the labour market there is some evidence of poor skills in ICT and other disciplines. We note that a local FE college may be willing to offer some conventional FE classes using school accommodation, and we note also that learndirect has a presence at a commercial firm in the Market Place. There is a clear case for building on these small-scale activities, in part to offer substantive provision and in part to demonstrate that Caistor is a 'learning town'.

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[7] but expansion would be rapid if major housing development took place

[8] We have mentioned the strongly favourable impact on the small Cornish town of Bude of Tripos Receptor Research, a high-tech, high wage pharmaceuticals firm. This is at least a possible model for Caistor

614 Development of the demand sides of the property and labour markets is primarily about business development. We would repeat that this does not mean the promotion of specific individual businesses. It means ensuring that new businesses starting up, including self-employed people, have the right help and advice, encouraging, almost certainly through intermediaries, businesses to move to Caistor, and encouraging existing businesses to expand. The supply side measures on property and skills mentioned above will, of course, have a major role in supporting demand side expansion.

615 The following bulleted points summarise the position as we see it on the basis of our consultations and desk research:

- Caistor needs a balanced mix of economic activities
- Development of the town centre is essential, but not sufficient, for the economic revival of Caistor.
- Tourism is a potential area of opportunity but lacks supporting infrastructure. Our initial analysis reveals a rather fragmented set of support arrangements for tourism under which the 'Caistor offer' - of history, countryside, services such as accommodation and hospitality, relevant specialist retailing etc - is not brought to the attention of actual and potential visitors in a coherent way. We would emphasise, however, that further work needs to be done to assess actual and potential demand and the cost effectiveness of ways of meeting that
- Caistor may need to develop its marketing strategy to highlight itself on the map

616 As a result of the analysis above, we have prepared the plan represented by the following tables. The central features of the plan may be summarised as follows:

- It is a plan for the five years 2004/5 to 2008/9, but sets a trajectory for the years beyond that point
- The plan offers major benefits - to Caistor and to potential funders:
    - 113 jobs, and more in future as (a) projects within the five year plan come to full fruition, and (b) as the 'forward trajectory' is pursued, ie as implementation continues beyond the five years
    - the 'Caistor Centre', a base for business and others in a converted building that might prove a model for the simultaneous architectural and economic renewal of a market town
    - a model for the promotion of inward investment, without large expense and without duplicating the role of much larger agencies charged with this task
    - promotion of rural self-employment by building on the existing New Entrepreneur Scholarships scheme that currently operates mainly in urban areas

- Plan costs are £940,000 in total over five years. This is reasonable both in relation to the 113 jobs (£8319 per job, and less if all jobs as distinct from those arising in the plan period are considered), and, perhaps even more importantly, the exemplar status of the Caistor Centre and the plans for self-employment and inward investment

6.3 Process model

617 Area-based regeneration organisations have existed in England since about 1990 and have, since then, conducted numerous experiments with organisational form. The best way, arguably, to judge the respective merits of the various possible forms is to have 'form follow function'. The functions are as follows:

- 'Housekeeping' – almost all organisations have some funds, even if just for publicity; most have one or more employees. Even organisations that consciously delegate all of their substantive activities to individual partners may require substantial sums for, eg, a secretariat and publicity. It is, however, possible to delegate even housekeeping to a partner organisation, commonly a local authority

- Accountable Body status - most grant regimes require a single organisation to be responsible for grant monies, their administration, audit and so on

- Regeneration activities not primarily for profit - the full range of activities covered in this plan can conceivably be carried out by regeneration organisations. Some will simply be at a cost, met by grants; but there may be commercial or quasi-commercial activities operating on a subsidised basis or intended to make a profit. Usually, however, such profits are used to sustain other regeneration activities

- Regeneration activities primarily for profit - this is almost always in respect of property investment and most commonly where a public agency contributes land or premises and a private sector company invests in redevelopment with the profits being shared in some specified proportion

618 The main organisational forms used by regeneration agencies are as follows:

- Informal association – partners meet and cooperate, perhaps on the basis of a written protocol but without the partnership having any legal personality

- Partnership in the legal sense – unusual, given joint and several liability for debts[9]

- Limited company with no element of private profit:

    - limited by guarantee or, if by shares, under a formal or informal arrangement that dividends will not be paid. As share capital or guarantees are normally token - often £1 per partner - the practical distinction between the two is slight

[9] Though it is now possible to create a limited liability partnership (LLP) and some regeneration organisations have now established LLPs

- faces restrictions on local authority participation under the Local Government and Housing Act
- may exist for ‘housekeeping’ only

- Charitable Trust
- For-profit company

619 The key element of choice is that between informal association and a more formal organisational structure. In Caistor, where significant regeneration activities are proposed, through this plan and otherwise, any informal organisation would need to be supplemented by arrangements for an accountable body to carry out contracting, employment and other functions delegated to it by the partnership. In other areas using this method, that is almost always a local authority.

620 The choice of organisational form is something for the partnership, rather than something that can be determined objectively by advisors such as ourselves. As an aid to decision-making, however, the table below sets out criteria by which the key organisational forms might be judged and comments on how each form meets each criterion. In effect, the partnership’s choice of form will be determined by the relative weightings afforded to each criterion.

Two possible organisational forms: pros and cons		
	Informal partnership plus local authority accountable body	**Legally-constituted, multi-function partnership**
Functions of the partnership	Set the strategy and action plan, decide on projects, approve project plans, and exercise oversight as projects proceed. Staff employed for ‘pay and rations’ purposes by local authority.	As left, plus the functions of a business: employing staff directly, commissioning contractors, receiving funds, accounting for expenditure, audit etc.
Suitability: will this organisational form deliver what is needed	Yes. Large organisation: more stable; security that things will get done eventually; more prone to delays	Yes. Small organisation: speedy decision-making and action; vulnerable because dependent on a handful of staff.
Acceptability: to the Caistor public	Lower: public scepticism about local authorities outweighs faith in their probity	Higher: ‘our own organisation’
Feasibility: of implementing regeneration plans	Higher: easy to start, confidence of *emda* etc in existing public body	Lower: establishing structures, recruiting etc takes a long time
Independence	Lower	Higher
Risk of failure	Lower	Higher

Two possible organisational forms: pros and cons		
	Informal partnership plus local authority accountable body	**Legally-constituted, multi-function partnership**
Personal risk to partnership leaders	Lower	Higher – risk of personal liability even with limited liability entities

Staffing

621 The critical staffing issues are the same whatever organisational form is adopted. The primary requirement is for leadership: to grasp the opportunities that Caistor needs to exploit, and to drive forward implementation. Regeneration of Caistor will be an unusual process, given Caistor's small size and unique architectural and other features, and its leaders will need to be 'animateurs', persuaders and motivators, looking for solutions where none are apparent and able to make a case to funding agencies, local people and others.

622 It is important to get the balance right between the chair and other board members on the one hand and paid staff on the other. Ideally, their skills should be complementary. It often works well for one to be the 'public face' and to fulfil the animateur function, whilst the other offers organisational and administrative expertise.

623 It is important too to be realistic about what it is reasonable to spend on staff. The critical issue relates to the most senior member of staff[10]. Regeneration agencies such as Lincolnshire Enterprise currently pay £50,000-£70,000 for their chief executives and government-designated Urban Regeneration Companies (URCs) pay in excess of £100,000. These figures would obviously not be appropriate for Caistor, but indicate the tightness of the market and the difficulty that Caistor would have in recruiting suitable regeneration staff.

624 We would suggest that Caistor seeks to recruit someone on a salary of £25,000-£30,000 a year, and this is the figure allowed in the plan. Our rationale is that this figure is (a) reasonable from the point of view of funding and other partners and (b) a salary that is sufficient to attract a capable professional person, though perhaps one early or late in his or her career, provided that that person was inspired by the particular opportunity presented by Caistor. This figure would not be sufficient to attract a capable mid-career professional person selecting this job from amongst many.

625 The issues above are not affected by the choice of organisational form, ie they would apply regardless of whether the staff member was employed directly by the partnership or by a local authority on the partnership's behalf.

[10] In this plan, the most senior member of staff is actually the only member of staff. This is appropriate given the scale of expenditure envisaged. But as partnerships develop, they frequently assume greater responsibilities for delivery than originally envisaged. More staff will be needed if this happens in Caistor.

6.4 Priorities for early action

626 This plan is an integrated programme of action for Caistor. We would, however, identify the measures listed below as priorities for early action by the Partnership.

Townscape Heritage Initiative	The superb quality of Caistor's architecture is the most distinctive feature of the town. The Partnership should ensure that nothing impedes implementation of the THI plan, which aims to restore the overall 'townscape' by supporting the renewal of the core of the town centre.
Caistor Centre	The development of the 'Caistor Centre', now expected to be in the former magistrates court, will bring new economic activity and additional services to the town, including advisory services that will promote development of the supply-side of the labour market. The Partnership should act to maximise the volume of services and activities carried out through the Centre, and to accelerate the development of the Centre itself.
Incubation Units	Premises for the small, usually new, businesses are in short supply. Elsewhere in Lincolnshire, incubator units are proving attractive to such businesses. The Partnership should work to ensure that such units are made available in Caistor: they are crucial to reviving the demand side of the labour market. Potential partners include Business Link, the Prince's Trust and the University of Lincoln.
Enterprise Units on industrial estate	Likewise, premises for more substantial businesses, not requiring the attractive environment of the town centre, are in short supply. The Partnership should act to ensure that further premises ('enterprise units') are developed on spare sites within the current industrial estate, and that the quality of the existing estate is improved.
Broadband	Lincolnshire should soon have access to the fastest broadband speeds (2Mbps) available in any rural county[11]. This is a key advantage and the Partnership must lobby to ensure that at least the main business areas of Caistor (the town centre and the industrial estate) have access to this facility.
Western Relief Road	Transport planning policy is complex, but the Partnership must exert continuous pressure to ensure that the Western Relief Road is eventually built. The first stage is ensuring that the WRR is in the Local Transport Plan.

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[11] The standard 512kbps service is expected in May 2005

A plan for Caistor, 2004/5 – 2008/9			
Objective	**Comment**	**Cost, £**	**Partners**[12]
1. An effectively functioning supply side of the property market	Business expansion should be supported by suitable availability of property: • land and buildings outside the historic core for businesses needing modern premises • accommodation in the historic core for high-quality, small-scale office uses (including self-employment) and retailing	See 1.1,1.2,1.3 below	
1.1 Implementation of the THI	In accordance with their own plans	In accordance with their own plans	Groundwork
1.2 The 'Caistor Centre' – a multi-purpose business centre located in the historic core	The centre's structure would depend in part on the particular building or buildings chosen for conversion. In our view the primary needs are for office-based businesses seeking a town centre location, and for community, business and other facilities, mainly drawn from the public sector. There are several possible locations. Employees would drive the development of 'café society' in Caistor. Depending on factors such as the ratio of commercial to non-commercial space, and any residential element to the development, the centre should be self-financing. Broad parameters for size are 3,000 sq ft of office accommodation (enough for some 20 workers), and up to a similar amount for other facilities. Amounts, and any residential element, would, however, be determined by the particular (historic) property chosen. Costs shown are for conversion of 6,000 sq ft at £40	240,000	County Council; emda; Business Link; property owner; public sector occupiers eg Lincolnshire Tourism

[12] ie partners of Caistor Development Trust and Caistor Development Partnership

A plan for Caistor, 2004/5 – 2008/9			
Objective	**Comment**	**Cost, £**	**Partners**[12]
1.3 A ready supply of land and property outside the town centre, probably on the existing industrial estate	The current land supply of 3.5 acres owned by emda would seem sufficient. It could accommodate up to 100 workers in office or manufacturing operations (fewer in warehousing etc, but this is a low priority for Caistor). There is a need for advance units to be built so that property, as well as land, is available. It would be for emda to determine precise specifications, but two or three units of similar size to the current 1500-2000 sq ft average on the emda site would seem about right. Costs allow for 4500 sq ft at £60	270,000	Emda
2. A growing supply of residential property	Continuing small scale development of new housing and conversion of premises in the historic core, including appropriate elements of 1.1 and 1.2 above.	0	
3. Transport: diversion of HGVs	The passage of HGVs through Caistor results from operators finding this route shorter than others. On the face of it, a weight limit on traffic through the town would appear to be straightforward ways of ameliorating the problem at low cost, and, as a minimum, this possibility should be vigorously pursued	0[13]	Highways Authority
4. Supply side of the labour market: Caistor to be and be seen to be a learning society	Although training needs to be delivered primarily outside Caistor (which is too small to sustain a significant post-school learning facility), one initiative intended to raise the volume of ICT training and/or distance learning should be implemented – to build on existing provision. Funding is expected to be self-generating through the normal LSC/HEFCE methodologies (or fees) - the indicated sum is for pump-priming.	20,000	Caistor schools; LEA; LSC; a college; Lincoln University; learndirect; UK Online; private sector

[13] The amount of any costs is uncertain and we have made no attempt to quantify it here.

A plan for Caistor, 2004/5 – 2008/9			
Objective	**Comment**	**Cost, £**	**Partners**[12]
5. Demand side of the labour market	We aim to create the conditions under which a range of retailing, high-quality office, manufacturing, tourism and craft or similar self-employment businesses can flourish. It is neither desirable nor possible to be more precise than this about sectors.		
5.1 Effective promotion of demand	Key inward investment agencies are remote from Caistor. Nonetheless, they must be encouraged to feature Caistor as an 'alternative' location in their offer to investors. And Caistor itself can offer a low cost service to potential investors through appropriate development of its website. Costs allow for some development work and limited production of marketing materials to enable a (low-key) response to investor queries.	30,000	Lincolnshire Enterprise; emda
5.2 Self-employment	Encourage local people in economic difficulty (eg on benefit) to become self-employed, through a rural version of the New Entrepreneur Scholarships Scheme: two bursaries per year for five years at a unit cost of £7,000	70,000	NES delivery partnership in the East Midlands
5.3 Sector-based action			
5.3.1 Manufacturing	Manufacturing has a continuing role in Caistor. Without being too specific, food processing and light, craft-type, manufacturing will probably continue to find the town attractive.	125,000	Lincolnshire Enterprise; emda; Business Link
5.3.2 Tourism	Encouragement of tourism through small-scale projects of various kinds is an important component of regeneration and may be expected to lead to growth in demand for the services of existing and new businesses in the sector		

A plan for Caistor, 2004/5 – 2008/9			
Objective	**Comment**	**Cost, £**	**Partners**[12]
5.3.3 ICT and other office-based businesses	This sector is likely to be central to the renaissance of Caistor and to the commercial success of the Caistor Centre		
5.3.4 Retailing	Revival of the retail core is a central objective, but will be achieved mainly through THI		
5.4 Public sector	Public sector employment is about a quarter of all employment and is growing rapidly. Caistor used to be the base for a (pre-1974) local authority, and it is important not to neglect the potential for locating local government, NHS or other jobs in the town.		
5.5 Business advisory services	Business Link is the primary provider of business advice, which should be offered through the Caistor Centre. The budget here is to allow the Partnership to work with Business Link to enhance the service they offer.	25,000	Business Link
6. Partnership management	The partnership has a strong voluntary base that can provide high level decision making and policy guidance. The greater activity envisaged in this plan will, however, need executive support. Costs allow for a full-time executive on £25,000-£30,000 a year (see main text)	160,000	

A plan for Caistor: budgets, £'000							
Objective	**Brief comment**	**2004/5**	**2005/6**	**2006/7**	**2007/8**	**2008/9**	**Total**
1. An effectively functioning supply side of the property market	Business expansion to be supported by suitable availability of property						
1.1 Implementation of the THI	In accordance with THI plans. Budget not presented here						
1.2 The 'Caistor Centre'	Business space and other facilities in a 6000 sq ft conversion in the historic core	240					240
1.3 Land and property outside the town centre	4,500 sq ft of new business space		90	90	90		270
2. Residential property	To be encouraged by the Partnership, especially in the context of 1.1 and 1.2 above, but no financial implications	0					0
3. Transport: diversion of HGVs	The passage of HGVs through Caistor results from operators finding this route shorter than others. On the face of it, there appear to be straightforward ways of ameliorating the problem at low cost.						0[14]
4. Supply side of the labour market: Caistor a learning society	Pump-priming of an expansion of post-16 learning	20					20

[14] The amount of any costs is uncertain and we have made no attempt to quantify it here.

A plan for Caistor: budgets, £'000							
Objective	**Brief comment**	**2004/5**	**2005/6**	**2006/7**	**2007/8**	**2008/9**	**Total**
5. Demand side of the labour market	Creating the conditions under which business can flourish						
5.1 Effective promotion of demand	Limited, mainly web-based, support for inward investors	10	5	5	5	5	30
5.2 Self-employment	Rural New Entrepreneur Scholarships scheme: two bursaries per year for five years	14	14	14	14	14	70
5.3 Manufacturing	The funding against these four elements of the private sector is intended to be used flexibly to support their respective needs. There is, however, no intention to offer direct grants to individual businesses.	25	25	25	25	25	125
5.3 Tourism							
5.3 ICT and other office-based businesses							
5.3 Retailing							
5.4 Public sector	Must not be neglected as a component of demand						
5.5.Business advisory services	In partnership with Business Link and supplementing their activities	5	5	5	5	5	25
6. Partnership management	A half-time coordinator (salary plus small on-costs)	32	32	32	32	32	160
Total cost		346	171	171	171	81	940

A plan for Caistor: employment outcomes						
Objective	**Comment**	**2004/5**	**2005/6**	**2006/7**	**2007/8**	**2008/9**
1. An effectively functioning supply side of the property market	Business expansion to be supported by suitable availability of property					
1.1 Implementation of the THI	In accordance with THI plans. Outcomes not presented here					
1.2 The 'Caistor Centre'	Employment in 3000 sq ft of business space (assumes build-up to 90% average occupancy at 150 sq ft per person)	5	12	18	18	18
	Employment in 3000 sq ft of agency and other space (assumed number of mainly public sector employees)	4	8	8	8	8
1.3 Land and property outside the town centre	4,500 sq ft of new business space (assumes 90% average occupancy at 200 sq ft per person after a one year lag after capital expenditure)			7	14	20
	Land development (assumes phased development of 20,000 sq ft on up to two acres at 400 sq ft per person)			10	30	50
2. Residential property	No outcomes attributable to partnership (but see item 7 below)					
3. Transport: diversion of HGVs	No outcomes attributable to partnership.					
4. Supply side of the labour market: Caistor a	Assumes 0.5 additional jobs in this sector as a result of capacity expansion	1	1	1	1	1

A plan for Caistor: employment outcomes						
Objective	**Comment**	**2004/5**	**2005/6**	**2006/7**	**2007/8**	**2008/9**
learning society						
5. Demand side of the labour market	Creating the conditions under which business can flourish					
5.1 Effective promotion of demand	Contributes to outputs already counted in Heading 1					
5.2 Self-employment	Rural New Entrepreneur Scholarships scheme: two bursaries per year for five years (assumes 0.75 businesses created per bursary, but with (a) a short lag in business starts, and (b) small scale creation of employment other than self-employment of bursary holders)[15]		1	3	5	7
5.3 Manufacturing	Contributes to outputs already counted in Heading 1					
5.3 Tourism						
5.3 ICT and other office-based businesses						
5.3 Retailing						
5.4 Public sector						
5.5.Business advisory services	In partnership with Business Link and supplementing their activities	0.5	0.5	0.5	0.5	0.5

[15] These assumptions are consistent with the findings from national evaluation of the NES scheme

A plan for Caistor: employment outcomes						
Objective	**Comment**	**2004/5**	**2005/6**	**2006/7**	**2007/8**	**2008/9**
6. Partnership management	A half-time coordinator (salary plus small on-costs)	0.5	0.5	0.5	0.5	0.5
7. Impact of programme expenditure	Construction of the Caistor Centre and of new business premises will, one hopes, create work, albeit temporary, for local residents. We have assumed one job per £100,000 of contracted work	2.5	1	1	1	0
Sub-total		12.5	24	49	77	104
8. Linkage and multiplier effects	New and expanding businesses will buy from other local businesses (linkage) and the holders of the jobs created will spend money in Caistor, again to the benefit of other local businesses (multiplier effect). Both linkage and multiplier effects will raise employment, but the effect will be weak as most expenditure will flow out of Caistor: it has been quantified at 8% of the primary employment effects[16].	1	2	4	6	8
Total impact on employment		13.5	26	53	83	112

[16] DTI guidance is to assume an effect no greater than 15% at county level - where ‘containment’ of expenditure is much greater than in a small town such as Caistor.

Annex A: list of consultees

INTERVIEW PHASE 1:

1.	West Lindsey District Council -	Mr. Russell Wallis
2.	Lincolnshire County Council (Ld) -	Mr. Ivan Annibal
3.	East Midlands Development Agency -	Mr. Ray Edwards
		Ms. Fiona Holgate
4.	Government Office Of East Midland -	Mr. Graham Norbury
5.	Business Link-	Mr. Dexter Durant
6.	Lincolnshire Enterprise -	Mr. Peter Bright
7.	Caistor Development Trust -	Mr. Roy Schofield
		Mr. Roger Stokes
8.	Groundwork Lincolnshire -	Mr. Steve Ralphs
9.	Lincolnshire Development - Centre Project)	Ms. Ruth Cheavins (Multi-Use

INTERVIEW PHASE 2:

1.	Caistor Grammar School -	Mr. Philip Ashley Smith
2.	Caistor C Of E Methodist School -	Mr Alan Dennis
3.	Cherry Valley -	Mr. Richard Bird
4.	Natwest Bank -	Ms. Jane Gibons
5.	Systematic -	Mr. Nick Robey
6.	Spar -	Mr. K P Bajaj
7.	Caistor Post Office -	Mr. Russell Farrar
8.	Caistor Post Office -	Ms. Gill Remmer
9.	Selles Chemist -	Ms. Claire Woods
10.	Greenacres Residential Home -	Ms. Pat Sheperdson
11.	Craegmoor Healthcare -	Ms. Caren Walker
12.	Sealord Caistor Ltd -	Mr. Ken Bottomley
13.	Churches Together -	Mr. Terry Miller
14.	Caistor Farm And Garden Machinery -	Mr.David Hubbert
15.	Caistor Distribution Services Ltd -	Mr.Dave Marris
16.	Chartered Accountant -	Mrs. Ann Robinson
17.	Caistor Media Ltd -	Mr. Peter O' Leary
18.	Yarborough School -	Mr. Martin Conner
19.	Alison And Cadle Building Services -	Mr. Cadle

Annex B: Pro Forma for semi-structured interviews

Name of interviewer	
Name and organisation of interviewee	
Date of interview	

Confidentiality assurance: your responses in this interview are confidential to Lincoln University. Our report to the Caistor Development Trust, which the Trust may choose to publish, will contain anonymised comments and aggregated responses. We may, however, quote from written materials that you supply to us and we may attribute comments to you or your organisation if you give us specific permission during this interview.

1. Please briefly summarise your role in the regeneration of Caistor – please try to quantify the resources you have committed to Caistor or might be able to commit in future

2. In your view what are the main economic challenges facing Caistor? eg physical deterioration, lack of employment in the town, lack of public transport to work opportunities elsewhere, inadequate skills of local people to take jobs that are, or might be, available, too few retail businesses (because too little local trade), too few non-retail businesses (because of lack of 'enterprise', lack of property or other causes)

3. What economic activities need to expand? Retail, manufacturing (perhaps food-related), local services, 'exportable services (perhaps ICT-based), tourism (practical?)

4. Why is it necessary to expand the activities you mentioned above? Eg more employment for local people, better use of physical assets, higher incomes

5. Who should act? What barriers would they face (eg planning permissions, site & premises availability, financial barriers, skill shortages)

6. What should be done next? In our study, by the various agencies, by the Trust itself,

7. Questions specific to particular interviewees (not presented here)

ANNEX B (Part 2):

Pro Forma for semi-structured interviews with stakeholders (includes the summary of the results from the first phase interviews)

Name of interviewer	
Name and organisation of interviewee	
Date of interview	

Confidentiality assurance: your responses in this interview are confidential to Lincoln University. Our report to the Caistor Development Trust, which the Trust may choose to publish, will contain anonymised comments and aggregated responses. We may, however, quote from written materials that you supply to us and we may attribute comments to you or your organisation if you give us specific permission during this interview.

7. How would you describe your role towards the revitalization of Caistor – please try to quantify the resources you have committed to Caistor or might be able to commit in future

8. In your view what are the main economic challenges facing Caistor? eg physical deterioration, lack of employment in the town, lack of public transport to work opportunities elsewhere, inadequate skills of local people to take jobs that are, or might be, available, too few retail businesses (because too little local trade), too few non-retail businesses (because of lack of 'enterprise', lack of property or other causes)

9. What economic activities need to expand? Retail, manufacturing (perhaps food-related), local services, 'exportable services (perhaps ICT-based), tourism (practical?)

10. Why is it necessary to expand the activities you mentioned above? Eg more employment for local people, better use of physical assets, higher incomes

11. Who should act? What barriers would they face (eg planning permissions, site & premises availability, financial barriers, skill shortages)

12. What should be done next? In our study, by the various agencies, by the Trust itself,

Initial analysis and your views

13. During the initial study process the following has been predominantly identified and we would like to share your vision on that.

Economic activities:

Caistor needs a balanced mix of economic activities for a sustainable development. (Retail has been identified as an imperative together with Quasi-retail activities such as specialized food manufacturing, tourism and leisure activity, mainstream business activities such as the kinds already present on the industrial estate and of new kinds especially related to ICT.) Get an example from the consultees.

RESPONSIBLE BODIES AND POSSIBLE BARRIERS

- Community is the most important stakeholders (Businesses, schools, parents, young people, employers, employers, retired people, voluntary group/organizations)
- Local Government (Planning and related)
- Other External stakeholders.
- Ownership of the revitalisation programme.

At present:

The initial study also reveals that at present there seems to be an imbalance in the 2 main key economic factors, they are:

- Property market
- Labour Market (imbalance in out-commuting and in-commuting)
- Could you share your experience and observation in connection to that?

Strategies:

Development of accommodation for perhaps 200-400* jobs. This would be:

- Sufficient to restore balance between in-commuting and out-commuting
- Sufficient to accommodate gradual population growth
- Consistent with the need to avoid development on an inappropriate scale.
- Skills – supply and demand.

(* The figure may be revised if one or two sizable businesses were attracted to the town)

The following could form an extract of the initial study process, and you can shed light on these, as well as please add if anything has been missed.

- Caistor needs a balanced mix of economic activities
- Development of the town centre is essential, but not sufficient for the economic revival of Caistor.
- Tourism is a potential area of opportunity but lack supporting infrastructure
- Caistor may need to develop its marketing strategy to highlight itself on the map.