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Place Making Programme

Final Report and Action Plan Edwinstowe & Ollerton

Newark-Sherwood District Council



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Introduction: the main challenges

High street revitalisation is complex. Although facing common challenges, places are unique and there are no prescriptive solutions. Taskforce experts provide guidance, but it remains incumbent on stakeholders to use their local insights and capacity to deliver bespoke activities which ensure their high street or centre is attractive and prepared for the future. Stakeholders need to share a common understanding of the structural change affecting the high street and create a well communicated plan that identifies clear tasks, allocated to specific groups to deliver. This is effective place management and is what gets places onto a path of transformation (see Appendix 1: the 4Rs Framework). Based on a major research programme, the 4Rs helps places develop their plan by distinguishing between the processes of: Repositioning (analysis and decision making), Rebranding (communication), Restructuring (place management and planning), and Reinventing (effecting change).

For both Edwinstowe and Ollerton the best starting point is [Reinventing](#). This is prescribed when there is a lack of activity in a place, or too much reliance on the existing offer to drive footfall. Reinvention involves creating activities which increase footfall and spend, attract a wider range of visitors, or encourage visitors to stay longer. This includes events, festivals, pop-up retail, reuse of vacant shops, and basic improvements to the appearance of the town centre. This could involve trialing new products or services which will diversify the offer and start adapting the centre to meet the needs of future users.

To help places tackle reinvention, the Taskforce provides a Placemaking Workshop, developed, and delivered by the [Institute of Place Management \(IPM\)](#). This aims to:

1. bring stakeholders together and collectively identify the challenges and opportunities for their high street,
2. agree underpinning priorities for a placemaking action plan,
3. equip stakeholders with low resource ideas to activate the centre in the short-term.

Ordinarily, the HSTF holds one PMP per place, however in this instance the workshop that took place on Wednesday 17th May 2023 covered both the towns of Ollerton and Edwinstowe, where the session was held. Participants included representatives from the council, businesses and community organisations who all shared the same vision of creating a thriving high street for both towns. This report draws on evidence gathered from this session (see Appendix 2: Workshop Findings), together with desk-based research and observations from a walking tour of the town centres facilitated by the council.

In summary the main challenges relate to:

- **Improving the general appearance of the high streets**
- **Growing the number of events and activities to diversify the offer**
- **Build and strengthen collaborative partnership working arrangements**
- **Improve communication and promotion both across and beyond the towns**

There are many opportunities for both Ollerton and Edwinstowe, but it is important stakeholders act quickly to coordinate their activities more effectively. The recommendations below, therefore, are organised into quick wins linked to longer-term actions, and supporting resources.

This report may, if additional expert support is not secured, mark the end of the direct support offered through the High Streets Task Force, but online resources, training and support is available through the website¹.

Thank you for participating in the High Streets Task Force Programme. With your permission, the High Streets Task Force would like to check in with you after 12 months to evaluate how delivery of your transformation plan is progressing. Please indicate whether this is possible in your response to this report.

About the High Streets Task Force and Report Authors

The High Streets Task Force

[The Task Force](#) is an alliance of placemaking experts working to redefine the high street. We provide guidance, tools, and skills to help communities, partnerships and local government transform their high streets. The programme, funded by HM Government will run in England until 2024.

The report authors

[Dr Steve Millington](#) is the Director of the Business Transformations Research Centre, based at Manchester Metropolitan University. His academic career spans over 20 years. As a Senior Fellow and a director of the Institute of Place Management, he leads on several projects including the IPM's Vital and Viable programme and the placemaking programme for the High Streets Task Force for England.

Matt Colledge is a place professional with over 20 years' experience. He is the Executive Director of the High Streets Task Force and one of their designated Experts. Outside of the Task Force he is a Director of IntoPlaces, a placemaking consultancy. Matt's experience is grounded in practice, having successfully led the transformation of Altrincham. His specialism centres around place leadership, management, and partnership development. He is a Fellow of the Institute of Place Management.

¹ <https://www.highstreettaskforce.org.uk/resources/>

Recommendations

The workshop findings are based on three group discussions, which tasked participants to prioritise the future changes they would want to see, the barriers to placemaking activity; and ideas for quick wins. Whereas the 4Rs provides stakeholders with a strategic guide for activating a long-term vision, to help stakeholders identify and respond to their local challenges, the recommendations draw on the [IPM's 25 Priorities](#), which are organised into five basic questions:



What affects the look and feel of the high street or centre?

4) Experience 5) Appearance 12) Place marketing 20) Crime and Safety 22) Liveability



How does the town centre function?

1) Activity Hours 7) Necessities 14) Accessibility 11) Walkability 24) Functionality



What does the town centre have to offer?

2) Retail Offer 8) Anchors 9) Non-Retail Offer 10) Merchandise 16) Attractiveness 17) Markets 18) Recreational Space



How does the town centre need to change?

15) Diversity 19) Barriers to entry 21) Adaptability 25) Innovation 23) Redevelopment Plans



How is the town centre managed?

3) Vision and strategy 6) Place management 15) Networks and partnership

This framework is then used to organise the evidence gathered from the workshop, town tour, and background research. The tables below, therefore, summarises the views of all participants, aligned with the most appropriate of the five themed priority. The views expressed obviously only represent those who attended but there was quite a diverse range of stakeholders with different perspectives on the town.

1: Improving the look and feel of the town centre

Challenge	Quick wins	Longer-term actions	Supporting resources
Elements of tired and poor-quality realm in Ollerton, and under-utilized space, especially outside Bargain Booze/Well Pharmacy.	Complete an audit of poor-quality public realm under council ownership as well as private ownership and identify community-led micro projects to improve each site. e.g., artwork, street furniture, bollards etc.	Establish an art and colour programme, commissioning local arts organisations to brighten the town centre. It may even be possible to look at a parklet within Ollerton in the space outside the Well Pharmacy and Bargain Booze.	Great Public Spaces: Guide and Evaluation Tool Street Art and Community in Oxford Pocket Park: Product Urban Design Creating parklets FaceLift: A transparent deep learning framework to beautify urban scenes
Too much hard landscaping, and not enough greenery or landscaping.	<p>Undertake a community led green audit to identify hard landscaped sites amenable to simple planting schemes</p> <p>Encourage local traders to put planters/floral displays/hanging baskets, outside premises.</p> <p>Encourage volunteer led micro-gardening and informal planting.</p> <p>Planters and floral displays outside shops.</p>	<p>Ensure trees, pocket parks, and other green infrastructure is embedded into future redevelopment plans.</p> <p>Encourage planting integrated into parklets, new seating.</p> <p>Organise an In Bloom competition or festival.</p> <p>Facilitate both formal and informal community-led gardening initiatives, with greater involvement of community organisations and schools/businesses and volunteers to support maintenance – create a green network.</p>	First Steps in Valuing Trees and Green Infrastructure Façade Gardening Incredible Edible Trees in Hard Landscapes: A Guide for Delivery Trees in the Townscape: A Guide for Decision Makers Guides for Creating Parklets Five fantastic parklet designs and why we need more of them

			<p>The Canopy</p> <p>Improving access to greenspace: A new review for 2020</p>
<p>Inconsistent quality of shopfronts, shop display and premises upkeep.</p>	<p>Undertake an audit of shop fronts and displays and provide guidance on merchandising.</p> <p>Activate small grants to enable basic improvements, cleaning, and repairs to building frontages, facades, signage, and shutters.</p>	<p>Implement a collaborative initiative for shop displays to attract new audiences – Easter Egg Hunt / Christmas light displays / trails etc. In Edwinstowe this might draw from the Robin Hood theme.</p> <p>Start a shutter-art scheme.</p> <p>Organise a best window display competition.</p> <p>Identify best practice and encourage shop owners to share tips on window display and basic facade maintenance.</p> <p>Commission a Shop Fronts Guide if one doesn't exist already.</p> <p>Ultimately, the Council should deploy existing enforcement powers.</p>	<p>Plinth Rating Manual</p> <p>The Art of Window Design</p>

2: Improving the functionality of the town centre

Challenge	Quick wins	Longer-term actions	Supporting resources
<p>There is not enough happening in the high street.</p> <p>Lack of activity after shops close.</p>	<p>Trial early evening events, markets, and pop-up stalls, marquees for flexible community use, street music and entertainment.</p> <p>Locate or scale up events and activities to draw visitors to the high street.</p> <p>Experiment with extended opening hours, especially to create synergy with non-retail anchors and boost activity during quieter hours.</p> <p>Ensure linkages are established between the Sherwood visitor centre and Edwinstowe through a signage scheme.</p>	<p>The Council should remove barriers and incentivise community groups to run events in public space.</p> <p>Use footfall and other KPIs to measure impact of new activity</p> <p>Establish a regular programme of community events throughout the year (at least one a month)</p>	<p>Approaches to Managing the Nighttime Economy</p> <p>Encouraging a thriving and diverse night time economy</p> <p>Temporary Use as a Participatory Placemaking Tool</p> <p>Trader and community-run markets: A practical guide to setting up, running your market and accessing support</p> <p>Street-trading</p> <p>The Councillor's Guide to Urban Design</p> <p>How do I Improve Public Space in my Town Centre?</p>
<p>Key anchor (Tesco) is poorly connected to the high street in Ollerton.</p>	<p>Improve connectivity through basic signage and pathfinding, e.g. use planters and simple creative installations to mark routes and establish better pedestrian links.</p>	<p>The Council has a longer term plan for improving direct connectivity between the high street and Tesco. Undertake community engagement to optimise any proposals.</p>	<p>Linked Trips</p> <p>25 priorities – Walkable</p> <p>Linked-trip effects of 'town-centre-first' era foodstore development: An</p>

			<p>assessment using difference-in-differences</p> <p>Footpaths Design on Renovation of City Centres: A Model of Assessments</p>
<p>In Edwinstowe there is inadequate space for events and street-trading e.g. narrow pavements, lack of dwell space.</p>	<p>Complete an audit to identify micro public spaces, alleyways, and side streets, which could be activated to provide additional pedestrian and trading space.</p> <p>In Ollerton, consider options for using the wide public space outside Bargain Booze for events or markets.</p> <p>Trial a parklet with a local food/hospitality provider.</p> <p>Trial and evaluate the dynamic rebalancing of highways to create space for temporary events</p>	<p>Introduce a parklets scheme on streets, working in collaboration with local traders.</p> <p>Initiate a traffic planning study to look at creating a series of public spaces suitable for specialist markets, events, and possibly Pocket Parks</p>	<p>Guides for Creating Parklets</p> <p>Street-space reallocation in the Oslo city center: Adaptations, effects, and consequences</p> <p>Temporary Public Realm Changes</p> <p>From temporary arrangements to permanent change: Assessing the transitional capacity of city street experiments</p> <p>Pedestrianisation in Hackney</p>

3: Improving the town centre offer

Challenge	Quick wins	Longer-term actions	Supporting resources
Lack of on-street activation.	Review barriers to alfresco trading and hospitality and trial community, cultural, leisure and hospitality meanwhile uses on underutilised sites or in vacant/ underused buildings.	Establish meanwhile / pop-up food and drink hubs, explore café culture and alfresco dining experiences in both towns.	Advice for the hospitality sector on outdoor dining Glaston-Bury Tactical urbanists guide Supporting al fresco trading during the winter (guidance from Westminster)
There is currently no market on offer for residents and visitors. Likewise, the offer of both high streets is unappealing to younger people.	<p>Within both locations examine opportunities for a rotating Market. In Ollerton the space outside Bargain Booze and the adjacent side road leading to Tesco could make for a good market space.</p> <p>Options are more limited in Edwinstowe, however consider parts of the public realm that are immediately off the high street or investigate whether a section of the street can be closed for a one-off market.</p> <p>Focus events on engaging younger people e.g., run a Teenage Market, or similar, to provide a show case</p>	<p>Work with additional specialist/themed operators to provide new markets that meet new demand patterns e.g., youth / makers markets, street food.</p> <p>Establish a regular youth event or creative market.</p>	Foodie Friday (Stockport) Teenage Market National Youth Market Trader and community-run markets: A practical guide to setting up, running your market, and accessing support High Streets Taskforce Online Learning: Understanding Futures Users of the High Street How can cities reimagine public space to support children and families?

	<p>for local creative talent and entrepreneurs.</p> <p>Work with the local college and encourage students to use the town and centre and local services.</p>		
<p>Lack of an evening offer for residents, which has led to an empty street at night.</p>	<p>Trial openings that extend into the evening.</p>	<p>Review and adjust opening hours for pop ups, evening uses in cafes and club meets.</p>	<p>A guide to managing your night time economy</p> <p>How can I improve the night time economy in my town centre?</p>
<p>Develop a wider town centre offer.</p>	<p>Review the range of place-based anchors (retail, employment, transport, green space, heritage, culture) and everyday activity that significantly attracts footfall. Ensure key place-based attractors are embedded in local plans and visions for the town centre and included in wider messaging.</p> <p>Conduct a feasibility study into adding wider community and business functionality to the high street e.g., co-working space, support for independent traders.</p>	<p>Establish, incubate and curate new and additional local anchors to diversify and strengthen the offer, to increase dwell time and footfall.</p> <p>Explore options for other public sector uses in Ollerton such as health, education, and housing.</p>	<p>Anchors</p> <p>Levelling up and Regeneration Bill: Recommendations for housing, retail, and the high street</p> <p>Non-retail offer</p> <p>Successful Town Centres: Development Effective Strategies</p>

4: Creating opportunities to change

Challenge	Quick wins	Longer-term actions	Supporting resources
Edwinstowe is not leveraging off the Robin Hood connection and nearby Sherwood Forest centre.	Develop an offer for the town that draws from the Robin Hood 'brand'. Go beyond selling Robin Hood merchandise to consider a suite of activities such as events, festivals, trails and art and culture.	Work with the Sherwood Visitor Centre and RSPB to tie into the annual Robin Hood Festival to become a highly recognised fixture in the local calendar that reaches into Edwinstowe.	Decentralised place branding through multiple authors and narratives: the collective branding of a small town in Sweden
The image of Edwinstowe could be better promoted and that of Ollerton enhanced.	Establish low-level, low-cost social media channels (managed locally) to ensure a clear, consistent messaging is used to promote the high street offer, festivals, and events. Ideally independent traders should lead this. This will highlight to others that change is happening, and they too can have role in this regard. Create an Ambassadors Group from the existing local stakeholder group present at the workshop.	Conduct wider stakeholder engagement with people and organisations to evaluate joint promotion and offers to drive footfall and spend on the high street. Communicate the benefits of the wider area not just in terms of its offer but also the access to nearby greenspace.	Marketing We are Withington

<p>Bureaucracy prevents swift delivery of events, projects, and initiatives.</p>	<p>Conduct a ‘wish list’ audit of street-based interventions, physical improvements, and pop ups to demonstrate the ambition.</p> <p>Forge closer alignment with the Town Councils and ensure all parties are working collaboratively together on a delivery plan.</p>	<p>Use a wish list as a negotiating tool with the town and district council to challenge bureaucratic blockages.</p> <p>Council to challenge internal procedures by empowering town council and district cabinet members with business portfolio to advocate for locals.</p>	<p>Networks and Partnerships with Councils</p> <p>Developing strategies for effective town centres</p> <p>Partnerships</p>
<p>There are small numbers of volunteers intent on creating change in both towns. This needs to be broadened out to fully represent the community and to empower further activation.</p>	<p>Develop a basic governance mechanism and associated shared visioning process to draw together potential new volunteers in residents, businesses, faith leaders and other participants. Many people are willing to contribute something if they understand the vision and their part in delivering it.</p>	<p>Coalesce volunteering action around any emerging partnership. Crowdfund for equipment to start a greening group or a festival and events committee as the basis for more formal governance structure later.</p>	<p>What makes effective place-based working</p> <p>Shared decision-making</p> <p>Community leadership</p>
<p>Lack of funding for placemaking interventions</p>	<p>Work with the Councils to cost your placemaking plan: considering voluntary cost neutral interventions, small grants, crowd-sourcing, small stakeholder contributions, donations, top-slicing regeneration funds, private investment.</p>	<p>Devise appropriate transparent governance mechanism allowing partnership or community group to access and administer funds (crowd funding, local authority small grants, contributions from stakeholders) and enable community groups to bid and take ownership of projects e.g., add green Market Square.</p>	<p>Meanwhile city: How temporary interventions create welcoming places with a strong identity</p> <p>The Future of Local Councils: A Survey of Parish, Town and Community Councils in England and Wales</p>

5: Improving place management

Challenge	Quick wins	Longer-term actions	Supporting resources
<p>There is no real governance structure/mechanism in either Edwinstowe or Ollerton to bring stakeholders together to develop and enact a vision.</p>	<p>Build on the recent PMP to establish an informal partnership vehicle to drive change in both places. Activity should start with a visioning process but keep it social rather than administrative.</p> <p>Provide leadership and co-ordinate events in the town centre.</p> <p>Communicate the centre offer, promote business offers and increase visibility to existing users.</p> <p>Improve communication between key local stakeholders.</p> <p>Delegate delivery of specific projects to named organisations/individuals.</p> <p>Review and evaluate the effectiveness of placemaking interventions using footfall and other KPIs to measure impact.</p> <p>Generally, promote a positive image of the town centres.</p>	<p>Explore options for a more formalized partnership tailored to the unique factors of either place.</p> <p>Establish a placemaking partnership group meeting, and agree terms of reference, and appoint a leadership team and begin to establish sub-groups to lead on specific activities.</p>	<p>Saving the High Street – the community takeover</p> <p>Vital and Viable Factor: Community Power</p> <p>Community businesses and high streets: ‘taking back’ and leading forward</p> <p>Take Back the High Street: Putting communities in charge of their own town centres</p> <p>Saving the High Street – the community takeover</p> <p>Hackney Central Community Panel</p> <p>Withington: Power of Community</p>

<p>Up until the PMP, there was a lack of shared focus on what should be done to improve the prospects of the high streets with no coordinated placemaking action plan or events programme.</p>	<p>Build on the PMP to create a dynamic placemaking action plan which has a shared vision to be delivered by stakeholders (not necessarily the Council) and identifies specific projects for businesses and community groups to take forward.</p>	<p>Identify and cost smaller-scale projects and events, such as those outlined in this report, with micro-funding, sponsorship or help in-kind from a wider range of stakeholders/ national funding etc.</p>	<p>Altrincham revitalisation Hackney Central Withington Case Study High street 2030</p>
<p>The high street does not have a strong identity.</p>	<p>Consider what new functions both Edwinstowe and Ollerton will need to perform to meet the needs of residents. Use this as the basis for a new identity.</p>	<p>Develop a set of ‘brand values’ for the towns – what does it stand for? What messages do you want to convey about it to the wider world? What unique function does it perform?</p>	<p>Decentralised place branding through multiple authors and narratives: the collective branding of a small town in Sweden Rebranding the High Street Telling your story</p>
<p>There is not enough effective high street promotion.</p>	<p>Businesses, community members and the Council can act as promotional ambassadors for the street to communicate activities, events, and special offers.</p>	<p>Develop a longer-term marketing and communications plan that includes a dedicated website.</p>	<p>We are Withington Digital, cultural and social connectivity</p>

Appendix 1: the 4Rs Framework

The High Streets Task Force has been providing support to Edwinstowe and Ollerton since October 2022, with the first Unlocking Your Place Potential visit. This found that there are several barriers to transformation namely the legacy of the mining days, the impact of the pandemic, a lower and declining retail offer and a lack of place activation.

To transform, the report suggested that stakeholders should deploy a strategy of **Reinventing** – that is small scale interventions that allow different audiences to experience a street they know in a new way. For example, small events, markets, window displays, public art and pocket parks.

The 4Rs are not mutually exclusive but are connected to one another; each is a potential start point on a journey to transformation; and different places will be at different stages. The Four Rs are a centrepiece of our community toolkit. An editable version of the transformation routemap with instructions can be [downloaded here](#) to help you create an Action Plan. Depending on where you start, this will take time to deliver but is a useful tool for planning both short and long-term priorities. Actions under each R may happen simultaneously, consecutively, or repeatedly.



If delivered correctly through effective leadership and collaboration with all key stakeholders, placemaking has the potential to improve the local economy, environment, and society, as well provide cultural benefits. The underlying aim of any placemaking intervention should be to create and promote places that are sustainable, attractive, sociable, accessible, active, secure, welcoming, healthy, and friendly. Temporary activation of underutilised or neglected sites can showcase these to potential investors. Reinventing, however, is just one element of the routemap. It is important, therefore, to work through the implications of the recommendations above in terms of the other Rs on the routemap.

Appendix 2: Workshop Findings

Exercise 1: The future of the high street/centre: stakeholder perspectives

Participants were asked to individually identify one broad change that should happen to attract people to the centre and to ensure its sustainability. Each group was then asked to agree what the most important change should be.

Themed Priority	Stakeholder comments
Improving the look and feel of the centre	Physical Improvements, enhanced attractiveness (3)
Improving the centre offer	Events and activities to create vibrancy (3) Increased opening hours and Sunday trading (2) More places to eat or sociable venues (1)
Creating opportunities to change	More Collaboration (2) Community Engagement (1)

The views of local stakeholders align with the Task Force’s recommendation that both Edwinstowe and Ollerton pursue a strategy of **reinvention**. This involves activating and animating the high street in the short term, with discussions focusing on the potential to hold more markets as well as looking at extending opening hours, for example.

An additional theme of improving the perception of the town through an enhanced appearance was also discussed, with one example of making Edwinstowe more attractive at Christmas time with trees and lighting.

Increased activation and environmental enhancements should be coupled with having a high street partnership in place to drive these activities. This should include stakeholders from local businesses, community groups, events/arts sector organisations, schools, Sherwood Forest visitor centre, traders/management, and relevant Council services to develop and deliver a co-owned vision and action plan.

Exercise 2: Barriers to activation: stakeholder perspectives

Participants were asked to consider what barriers need to be removed to allow change.

Main Barriers to Making Things Happen	Stakeholder comments
Needing opportunities to change	Effort is required to drive change (1) Leadership is needed to drive change (1) Need to break the apathy (1) Bureaucracy (1)
Place management	Lack of collaboration/inclusion (2) Absentee landlords (2) Town Council (1) Communication - Need to listen to stakeholders (1) Communication channels needed (1) Signposting to funding is required (1)

The workshop found that the main barrier to activating the towns is the lack of the necessary place leadership and partnership working to be the conduit for action and to drive change in the towns.

The discussions around the tables clearly highlighted the need to engage more widely with the community, whether that be residents, businesses, landlords, RSPB, the Sherwood visitor centre plus local authorities. There is an inherent desire to 'get the right people' around the table and to work in a collaborative manner to activate both towns. Interestingly, several attendees cited the need the need for the Town Council to take a more proactive and collaborative approach in Ollerton. There was no representation from the Town Councils at the workshop, so they were not able to comment on this point.

Exercise 3: Activating the centre: stakeholder perspectives

Participants highlighted activities that can be done quickly to animate the city centre. The responses are detailed in the table below.

Activities to quickly animate the city centre	Stakeholder comments
Improving the look and feel of the centre	Greening – flowers, trees, baskets and In Bloom initiatives (6) Shop frontage improvement and window dressing (4) Artwork and colour is needed (3) Community decorations (1) Creative art on bollards (1)
Improving centre functionality	Wayfinding – signage and maps to highlight shops and trails (4) Seating and tables (3)
Improving the centre offer	Festivals, trails (6) Markets – pop up, farmers and street markets (5) Food and drink – pop up eateries and street cafes (2) Night time entertainment (1) Kids competitions (1)
Creating opportunities to change	Heritage – create a distinct identity by leveraging off Robin Hood (4) Better connections between Edwinstowe high street and Forest Corner visitor centre (1)
Improving place management	More collaboration – community groups, volunteering and town teams (5) Promotion – advertising and social media (2)

The two overriding factors that emerged from the workshop was the need to improve the offer of the towns, and Ollerton in particular, as well as enhancing the appearance of the centres. There was consensus improvements to the physical aspect of Ollerton would benefit from greening and artwork initiatives and that an enhanced visual appearance to the shop frontages is needed. Allied to this is improvements to the functionality such as signage and seating. We suggest a quick win will be to work in partnership with the Town Council, businesses, residents, and schools to deliver a greening action plan. This could centre around planters and baskets, with containers possibly being provided by the council, plants donated by local businesses and planted up by volunteers from schools and neighbouring properties, for example. Any initiative should be highly promoted.

In addition to improving the appearance of the centres, it was generally accepted that there needs to be far more immediate activation and suggestions included introducing markets, which could rotate between the two towns, as well as festivals, events, and trails, a 'lost sheep' trail was discussed. We certainly believe that presently the lack of connectivity between the Robin Hood Festival and neighbouring Edwinstowe is a lost opportunity and should be swiftly remedied. There is a wider point around the need to generate a stronger identity off the back of Robin Hood and/or the surrounding green forestry.

Finally, any action should be coalesced around a collaborative, action orientated partnership. Throughout the workshop attendees recognised the need to swiftly establish such a vehicle.

Attendees.

DRAFT

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