How to Prepare a Strategy for Your Town: A Practitioners Guide

Key Issues and Considerations

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1. **Introduction**

In Summer 2010, the Town Centres and Local High Streets Learning Network established two practitioner learning sets focused around the following topics:

- whole town strategies; and
- town centre strategies.

This document presents a guide, prepared by practitioners, on how to prepare a strategy for your town. It is designed to help people work through key issues and practical considerations in preparing a place-based strategy for their cities, towns, villages and neighbourhoods.

**Developing a Strategic Approach**

This document presents the work of those group members involved in the Learning Sets (see Appendix A), each of whom prepared individual sections. As group facilitator, Mhairi Donaghy (EKOS Economic and Social Research) had a co-ordinating and editing role, but it should be acknowledged that the hard work and effort was shared amongst the individual members of the group.

This guide is not designed to give definite answers but raises issues that should be considered when preparing an area-based strategy. It is equally applicable to the preparation of a Town Centre and Whole Town Strategy, but also has a broader use in guiding the preparation of other place-based strategies.

**The Strategic Context**

The following text is extracted from the [Designing Places guide](#) and sets the strategic context within which this document was produced:

“The most successful places, the ones that flourish socially and economically, tend to have certain qualities in common. First, they have a distinct identity. Second, their spaces are safe and pleasant. Third, they are easy to move around, especially on foot. Fourth, visitors feel a sense of welcome.

“Places that have been successful for a long time, or that are likely to continue to be successful, may well have another quality, which may not be immediately apparent – they adapt easily to changing circumstances. Finally, places that are successful in the long term, and which contribute to the wider quality of life, will prove to make good use of scarce resources. They are sustainable.

“Those six qualities – identity, safe and pleasant spaces, ease of movement, a sense of welcome, adaptability and good use of resources – are at the heart of good design for urban and rural development.

“There is one other quality that many successful places have. Beauty, like the other six, should also be one of the objectives of urban design.”

Broadly defined, our definition of regeneration is one that encompasses a wide range of actions to improve the places that people live in, work in, invest in, and visit. This

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holistic approach includes physical, social, economic and cultural activity, based on both needs and opportunities.

**Clarify the Rationale for the Strategy?**

One of the essential first steps in preparing your strategy is for the lead and support partners to understand, and agree, why the strategy is required. This will be guided by your vision, objectives and outcomes, and is likely to include:

- informing the future role/direction of your town – this will enable detailed objectives to be set;
- allocating resources and prioritise actions, indicating who is responsible for implementing them and the sources of funding to deliver them;
- providing an agreed framework for action;
- identifying specific sites and/or uses that are key to the successful regeneration of your town; and
- facilitating dialogue with all organisations/stakeholders involved in the use, management and future of your town and in building consensus between these partners.

It is essential to stress that from the very outset there should be clarity on the need for the strategy – **why is it required and what is its purpose?** This approach will ensure the development of a clear vision of what you are trying to achieve. This vision should be communicated to, and agreed with, your stakeholder partners from the outset and will play a significant role in informing the detailed content development for your strategy.
Document Outline

Overall, there are five main stages in preparing a strategy – from initial analysis to measuring its progress. Preparing your strategy should not be seen as a linear, but as an iterative process with constant reflection and review informing previous findings and results.

There is a need to understand the whole process before embarking on strategy preparation – this will avoid abortive work and ensure best value from the whole process.

Section 2 presents an overview of the guide, supported by individual sections for each topic area. It makes significant use of cross-referencing between sections, reinforcing the iterative nature of strategy preparation.

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Key Definitions

There are two key aspects that need to be considered by all practitioners before starting the process:

- establish the area of focus for your strategy:
  - **Town Centre** – this will focus specifically on the town centre itself but will also require consideration of the wider area, particularly accessibility and catchment population as these will play a crucial role in town centre performance
  - **Whole Town** – this adopts a broader consideration and includes the resident/business base outwith the town centre, the access routes into it, and opportunities based on its place in the regional hierarchy

  Whichever area is included, it is important that a ‘holistic’ approach is adopted i.e. retail, business, transport/access, culture/heritage, visitors/ tourists, residential, social/community, etc.

- understand and clearly define the type of document required:
  - **Strategy** – sets the overarching approach and rationale for intervention in the place, outlining the vision, the objectives and the key themes for intervention
  - **Action Plan** – is a practical project-led plan that presents the specific activities to be undertaken, allocates lead/support partners, sets timescales, and outlines costs
  - **Masterplan** – is generally used to guide the development of specific sites, with allocation of uses on a plot-by-plot basis
  - **Design Guide** – sets the design aspirations and a palette of materials for use in physical project development

Clarity on these two aspects will ensure that the final output meets the needs and aspirations of your organisation, and its stakeholder partners.

Throughout this document reference is made to stakeholder partners – these refer to a wide group of people and organisations that have an interest in, or remit for, your town – residents, businesses, visitors, agencies and investors.
2. Document Summary

This section presents a summary that gives the reader a broad understanding of the whole process, before embarking on strategy preparation. Detailed analysis of the issues to be considered under each is provided in subsequent sections.

Section 3: Linking with Policy, Strategy and Guidance

This section outlines the need to consider links between your town strategy and broader national, regional and local policy, strategy and guidance. Consideration should be given to how your strategy could contribute toward the objectives of these core documents in terms of economic, social, physical and cultural aspirations.

There is a need to:

• consider which documents are critical to the long-term successful delivery of your strategy;
• establish how, and in what ways, your strategy could support their wider objectives; and
• review how best to incorporate your approach into the broader policy landscape to maximise value for money and overall impact.

Section 4: Vision, Objectives and Outcomes

This section considers the need to set clear vision, objectives and outcomes that will inform the content of your strategy. It is essential that there is early discussion and agreement with partners and stakeholders to define:

• the vision – the high level ambition or aspiration, and the inspiration to which partners can ascribe;
• objectives – what you want to achieve from your strategy and delivery of its proposed actions; and
• outcomes – what you expect delivery of the objectives to achieve in the long term.

The key points to consider include:

• clarity on what you want to achieve through delivery of your strategy;
• define the boundary and spatial area that you want to cover;
• identify the critical issues that you want to address; and
• consider the key influencers – baseline conditions, the policy landscape, stakeholders views, and potential resources.

Section 5: The Evidence Base and Analysis Techniques

This section outlines the issues to be considered in establishing the evidence base for your strategy, and presents a number of techniques that can be used to analyse this evidence, including:

• socio-economic baseline analysis;
• health check reviews;
• place and environment reviews; and
• demand analysis.

It is important to **consider all available data sources**, but from a practical point of view, the level of analysis is likely to be commensurate with the size of your town, the likely scale of delivery resources, and the availability of data.

In establishing and analysing the evidence base, four specific issues should be considered:

• what evidence is available?
• what evidence can you realistically use?
• how to balance objective and subjective evidence to best effect; and
• how the evidence base should be used to inform your strategy.

### Section 6: Regeneration Approaches

This section considers the strategic approaches that can be adopted to formulate your strategy. It is important that a **flexible approach is adopted** to create places that people want to live/work in, businesses are interested in investing in, and residents/visitors want to come to.

Your approach is likely to include a mix of:

• regeneration led by commercial development;
• policy, plan and project-led development;
• thematic-led regeneration e.g. cultural, retail, housing, heritage, leisure, etc; and
• community-led regeneration.

In establishing your approach there are a number of key issues to consider:

• a partnership approach is likely to be essential for success;
• a long-term approach is likely to need interim reviews;
• resources/actions should be prioritised against key aims and objectives and should, where possible, be aligned with partners; and
• there should be a two-way dialogue between policy and practice at both the strategy and delivery levels.

### Section 7: Identifying and Engaging with Stakeholders

This section outlines the issues to be considered to maximise the value of working with stakeholders. The input of stakeholders is essential and early engagement with them will yield significant benefits for the long-term success of your strategy.

There are two key steps:
• identifying your stakeholder partners – the key question should be who uses your town and are there any established groups and organisations that represent their interests (residents, property owners, businesses, facilities/attractions, visitors, employees, commuters, politicians and public service providers); and

• engaging with stakeholders through two-way participatory engagement to ensure they are regularly involved and able to inform the process. There is a need to attract attention to your strategy (publicity materials, newspaper coverage, public events, surveys, etc) and then to build momentum to develop long-term interest and input to the strategy development and delivery process.

It is essential that the approach is about **stakeholder engagement** on a long-term basis, rather than one-off consultation.

**Section 8: Obtaining Strategic Support**

This section considers the key issues in securing the strategic support of internal and external partners to the preparation of your strategy. This approach will also help to generate **support for its long-term delivery**.

Four specific issues are considered:

• internal resources – the financial and people resource held within your organisation should be your first consideration. Political and senior management support at the pre-planning stage will help to secure long-term delivery resource, and identifying a senior ‘Project Champion’ will help to raise the profile of your strategy;

• external resources – understanding partner aspirations, level of interest and potential resource input will help to guide the development and delivery of your strategy;

• outsourcing – external consultants bring independence and broader experience of other successful examples, but can be resource intensive and should be managed carefully to yield the best results. The research brief should be clear on the aims/objectives of the commission, a realistic budget should be set, and the client should maintain overall control throughout the process; and

• delivery resource – in the initial stages it is important to consider the range, source, type and level of funding that you are likely to secure for your strategy as this will help to inform its content development.

**Section 9: Issues, Opportunities and Constraints**

This section considers how to identify the key issues, opportunities and constraints for your town.

In identifying issues, consideration should be given to the data/info that is already available, the physical setting for your strategy, and the community/groups that use your town. This will help to identify issues that will strengthen your town – essential in developing **realistic and achievable solutions**.

Opportunities are likely to flow from the issues – they need to be clearly identified and integrated into the shared vision. Points to consider include:
• economic, social, physical and cultural aspects;
• temporary and ad hoc uses can address vacant sites and premises;
• successful regeneration in other towns should be reviewed; and
• partners and stakeholders should be encouraged to identify opportunities through the consultation/engagement process.

Your strategy should also consider the constraints that your town is facing:

• the scale of constraints should be reviewed to establish how much resource input is needed to address them; and
• there is a need to understand if the constraints are critical to the long-term success of your strategy’s vision and objectives.

Section 10: Developing the Content

This section considers the issues that will inform development of the content of your strategy, with an Options Appraisal Framework provided at Appendix B. Ensuring that it is realistic and relevant (to your established vision and objectives) will maximise the chances of successful delivery.

A number of methods/sources are likely to be used for content development:

• understanding and meeting partner aspirations;
• balancing content against likely resources – people and money;
• developing realistic and relevant activity and avoiding ‘pet projects’;
• reviewing of the issues, opportunities and constraints to identify key actions; and
• using options appraisal to consider the costs, benefits and impacts of alternative project activity.

It is important to note that your strategy is not the appropriate place for detailed project activity to be presented – its principal purpose is to provide an overarching guide with themes and strategic objectives. Your strategy might be accompanied by a detailed Action Plan – this is where specific and detailed project content should be considered and presented.

Section 11: Using KPIs and Targets

This section considers issues in the selection and use of KPIs and targets. These should clearly demonstrate what your strategy is expected to achieve, allowing progress to be monitored and final success to be measured. The key risk at this stage is developing a complex and resource intensive system that is not maintained.

This section considers four aspects of KPIs and targets:

• selecting the right KPIs is key to maintaining and measuring progress, and they should therefore be closely aligned to your strategy’s objectives. Consideration should be given to what you want to measure and why, with only those KPIs that add value to the process used – keep it simple;
• setting targets – the KPI is the descriptor of what you want to measure change against – it is important that quantified targets are used to describe the scale of the desired change using SMART objectives. A baseline score should be set, against which future change can be measured;
• your data should be managed through the development of a simple Monitoring and Evaluation Framework that allows regular updates to monitor change and influence remedial action where required; and
• KPIs and targets will be finalised through the process of developing the detailed strategy content, but can be agreed ‘in principal’ as the likely content becomes clear.

Section 12: Partnership and Delivery Models

This section outlines the issues to be considered in establishing partnership and delivery models for your strategy. Issues are considered in three areas:

• identifying partners – consideration and focused effort should be given to those partners that are critical to the successful delivery of your strategy and they should be involved from the outset. Consideration should also be given to the availability of a lead partner who can take on the administration of the delivery process, but there may be a need for a bespoke delivery vehicle;
• consideration should be given to the most appropriate delivery model – this will largely be influenced by the vision, objectives and detailed content. There is a need for clarity over the roles and responsibilities of individuals and organisations to create a successful partnership and delivery model; and
• there is a need to co-ordinate delivery between the various partner groups – this requires understanding of partners’ aims and aspirations. Securing a strong and impartial Chair will bring significant benefits, especially where they act as ‘Project Champion’ for the delivery of your strategy.

Section 13: Early Wins and Key Priorities

This section considers the needs (and benefits) of establishing early wins and key priorities for your strategy:

• early wins are likely to be projects that are relatively simple to execute, can be delivered quickly and deliver highly visible results. They are an opportunity to achieve something quickly and help to establish the delivery period, maintaining the enthusiasm generated through the strategy development process; and
• key priorities are likely to be longer term projects, often with complex component parts that are seen as essential to the overall success of your strategy. They will have been identified as critical and often have high levels of local support. Given their complexity, they can be high risk and resource intensive.

Establishing priorities in your strategy is useful in identifying those activities that are most critical to its long term success. There are a number of ways to prioritise including the development of a scoring and weighting framework (see Appendix C).
The process of establishing early wins and key priorities should be transparent and have consensus from partners. Given their prominence, it is essential that they have a close correlation with your strategy’s vision and objectives.

Section 14: Delivery Resources

This section considers the issues around securing resources (people and money) to deliver your strategy.

Securing delivery resources should be considered as part of the strategy development process as it will inform the approach, content and timescale for delivery.

Resources are likely to be secured from a range of partners (both internal departments and external bodies) and might include capital and revenue funding, as well as in-kind support through the provision of skilled people.

In developing the content of your strategy there is a dichotomy between the need to develop a strategy that fully addresses the issues, opportunities and constraints, but to set it within a resource context that is realistic and achievable. This will require an iterative process to the content development phase.

Achieving early internal and partner support for the development of your strategy will yield positive results in securing long-term delivery funding.
Section 15: Reviewing and Monitoring Progress

This section has close links with KPIs and targets (Section 11) and considers the rationale, process and benefits of measuring and monitoring the progress with strategy delivery. A Monitoring and Evaluation Framework (see Appendix D) should be developed that lists KPIs and sets a baseline score, quantifies the expected targets, and allows regular monitoring of progress toward targets.

SPP8 states that monitoring is essential to the effective planning and management of towns. It allows change to be measured and communicated, with an early indicator of where remedial action is needed. It can also be used to support external funding applications and internal decision making processes, and provides factual assessment of progress over the delivery period.

Appendix D lists potential KPIs from the SUSSET toolkit, categorised as Economy/Business, Social/Cultural and Environmental.

It is important that sufficient resources are allocated to measuring progress but that they are commensurate with the scale of your strategy and the benefits that can be accrued from measuring change – benefits of gathering data should outweigh the costs of doing so.

Measuring progress can also include a wider and more qualitative assessment e.g. increased partnership working, financial control (money in and out), wider changes in the policy and strategy environment, and changes in attitudes and perceptions about your town.

Section 16: Next Steps

This section considers the next steps that might be needed following the preparation of your strategy. These might include:

- an Action Plan might be required where there is a need for a detailed project-by-project delivery context;
- a Masterplan is best suited to large scale/sensitive sites where change will take place over time through a phased approach with uses presented on a plot-by-plot basis;
- a Design Guide is best suited to site specific locations within your town where a higher standard of design is sought e.g. key access and meeting points, and historic areas; and
- the need for other support documents will be guided by the specific content of your strategy but might include – arts/cultural initiatives, marketing/branding/events strategy, project feasibility and business cases, signage strategy, transport/access strategy, and clean/safe initiatives.
3. Linking with Policy, Strategy and Guidance

At the outset it is important to consider links between your town strategy and broader national, regional and local strategies – how can it contribute toward the aims and objectives of these core strategies in terms of economic, social, physical, cultural and other aspirations.

Your strategy should clearly articulate these connections, possibly set within the Scottish Government’s National Performance Framework i.e. well designed sustainable places (economic), continually improving public services (social), a strong fair and inclusive national identity (cultural), etc.

Your strategy should be the key guidance document at the local town level, but needs to be considered within the context of the wider strategy and policy environment including:

- Planning – SPP, Local Development Plan;
  - Community Planning – Community Plan and Single Outcome Agreement;

- Economic – Government Economic Strategy;
  - Regeneration – Designing Places
  - Designing Streets
  - and Delivering Better Places; and
  - Others – e.g. Local Transport Plan.

Understanding, acknowledgement and reflection of these documents will help to develop partner (and funder) support for future delivery of your strategy.

Key issues that need to be considered in linking with wider policy, strategy and guidance are to:

1. identify which are the critical documents and establish where and how your town strategy can contribute positively to their objectives and outcomes;

2. set out how your strategy can be used to inform activity at the next level down – local policies, local action plans, community engagement mechanisms, monitoring frameworks, etc;

3. agree where your strategy sits within strategic and policy activity in terms of integrated monitoring and reporting – will it be a formal element of the Community Planning process, reporting through these mechanisms or is it a standalone activity feeding the CP process from outside; and

4. identify the lead service or department within the organisation that will own your strategy and ensure that the links identified with the wider policy/strategy/guidance frameworks are properly established, developed and, where necessary, strengthened.

There is a need to consider which documents are critical to the long-term successful delivery of your strategy; establish how, and in what ways, your strategy could support their wider objectives; and review how you incorporate your approach to maximise value for money and overall impact.
4. **Vision, Objectives and Outcomes**

This section outlines the role of vision, objectives and outcomes in informing the content of your strategy.

**Definitions**

It is essential that there is an early discussion (and clear agreement) on the vision, objectives and outcomes expected to be achieved through your strategy. These can be defined as:

- **vision**: the high level ambition or aspiration – the inspiration to which partners can ascribe;
- **objectives**: what you want to achieve from your strategy and delivery of its proposed actions; and
- **outcomes**: what you expect delivery of the objectives to achieve in the long term.

The vision, objectives and outcomes will be heavily influenced by the Evidence Base, Stakeholder Engagement and Issues/Opportunities/Constraints review, as described at (see Sections 5, 7, 9).

Developing the Vision, Objectives and Outcomes

The vision, objectives and outcomes should correlate closely with the findings from your early analysis work – this will guide what you are trying to achieve.

Key points to consider include:

- clarification of what you want to achieve – the detailed framework should include a range of actions for improving your town. It should be bespoke for your town, adapting to and reflecting local circumstances;
- define boundaries – clearly setting the spatial area you want to cover;
- identify the critical issues you want to address – these should be informed by earlier stages, but there is a need to consider how the process stage informs the development of the vision, objectives and expected outcomes; and
- consider the key influences on the vision, objectives and outcomes – including socio economic baseline conditions (see Section 5), policy objectives/aspirations (see Section 3), stakeholder views e.g. residents, organisations, businesses, etc (see Section 7), and potential resources e.g. how much, how many and how often (see Section 14).

**Vision**

The vision statement should set the high level ambition or aspiration of what you want to achieve. It should:
• create a sense of direction and opportunity;
• keep the desired result in sight from the start – to be effective it must be positive and agreed with local partners;
• lack ambiguity, provide a vivid and clear picture, describe a bright future, be memorable and engaging, and be realistic (matching opportunities with resources), practicable and deliverable; and
• be the catalyst to encourage action and engagement from a wide range of partners.

Vision statements are often supported by Mission Statements from key partners – these outline what individual partner organisations will do to contribute toward the overall vision.

Objectives

The objectives outline what you expect to achieve through delivery of your strategy, these should:

• be developed in a way that can easily be translated into actions;
• be SMART objectives – Specific, Measurable, Achievable, Realistic, Timebound;
• be compatible – they should also fit with other key strategy/policy objectives;
• include a hierarchy – setting high/medium/low priorities; and
• outline the timescale for delivery – set short, medium and long term objectives.

While the objectives will be refined through the strategy development process, setting them out early will allow internal and external partners to understand what you hope to achieve. The objectives will also be critical in informing the appraisal process, ensuring that the detailed strategy content (i.e. projects) delivers what is expected.

Focus on Long-Term Outcomes

The outcomes of your strategy will describe the long-term effects of strategy delivery – what is expected to happen as a result. Key issues to consider are:

• outputs will describe the immediate results e.g. number of town centre events, outcomes will describe the effect e.g. increased footfall in your town;
• outcomes should be quantified where possible e.g. XX% increase in footfall, but in some circumstances cannot be valued and need to be described in qualitative terms;
• the outcomes must be related to the specific project activity – using a logic chain approach:
  o resource inputs (money and time) allow activities to be delivered (preparation of a marketing and events strategy)
  o project activity will achieve immediate outputs (town centre events)
  o these outputs will achieve longer term outcomes (increased footfall);
• taking this to its logical conclusion, outcomes should lead to final impacts e.g. the increased footfall (the outcome) will lead to increased turnover and employment in local businesses (the impact); and

• it is important to understand that the success of your strategy might be measured through future evaluation – it is therefore critical that the expected outcomes are quantified, with a rational explanation of the measurement used. The evaluation will seek to measure the extent of change within your town.

The outcomes are likely to be accompanied by a series of project specific targets – the quantified values that partners are signing up to (see Section 15).
5. Evidence Base and Analysis Techniques

This section outlines issues to be considered in establishing the evidence base for your strategy and presents a number of techniques that can be used to analyse this evidence.

Gathering and analysing data will provide the evidence to support preparation of a robust strategy that meets local needs, opportunities and aspirations. There are a number of well documented analysis techniques that can be used to inform this process including:

- socio-economic baselines – population, employment, business base (e.g. Argyll and Bute Council’s CHORD Programme);
- health checks – vacancy rates, footfall (e.g. Stirling and Carluke);
- place and environment reviews – environmental quality, public realm (e.g. Possilpark/Parkhead/Shawlands); and
- demand analysis – occupier/investor interest (e.g. Ayr Central).

Gathering evidence through these techniques will help to identify the key issues to be addressed through your strategy, it will also set the baseline against which future change can be measured.

It is important to consider all available data sources, but from a practical point of view, the level of analysis is likely to be commensurate with:

1. the size of your town;
2. the amount of resource likely to be available for delivery; and
3. the ease and availability of data.

In establishing and analysing the evidence base, four specific issues should be considered.

What Evidence is Available?

Consideration should be given to the ease with which evidence can be accessed – this will, in part, depend on the size of your town. The objective should not be to gather evidence as an activity in its own right, but only where it will support the process:

- consider what information your organisation, and partners, already collect on a regular basis – much of the socio-economic information required to establish your baseline may already be held within your organisation, or can be accessed from official data sources (Scottish Index of Multiple Deprivation (SIMD), Scottish Neighbourhood Statistics);
- establish who holds data – monitoring for Development Plan purposes, annual submission to Scottish Government, monitoring of Single Outcome Agreements, information on demand for business premises;
- speak to local partner organisations and establish if they can provide data e.g. crime statistics, mortality rates, etc;
• review any studies that have been carried out on the area recently including supporting information supplied for major planning applications; and

• major surveying firms produce studies on retail trends in the major Scottish towns and cities, establish whether your area is included.

What Evidence can you Use?

Consider what evidence will be of most use in developing your strategy:

• review the aims and objectives of what your strategy is trying to achieve – understand what you really need to know to inform it;

• establish whether the evidence that you have available is what you actually need;

• consider if what you have can be adapted to fit your requirements, either now or in the future; and

• understand that there is a danger associated with just using what you have available rather than what you really need.

There may be a need to gather new evidence to identify the issues and opportunities for your town – this may require bespoke data collection through business, employee, resident and visitor surveys.

How to balance Objective and Subjective Evidence

Objective evidence (largely quantitative) will provide hard data, but subjective (qualitative views) will also be important in understanding what residents, businesses and potential investors want. There is, however, a need to consider:

• the source of the evidence – is it reliable and can it be replicated?

• how has the evidence been interpreted – is the analysis objective, or is it specifically designed to meet a subjective need?

• the evidence base will most likely comprise both objective and subjective data – the subjective should not make up the majority of your baseline information or there is a danger that the results may be distorted; and

• subjective, even anecdotal, evidence can be valuable in measuring some aspects of your baseline. However, personal experiences will have an impact on how people perceive your town – this must be borne in mind when using this type of data. The most effective way to counter this is to give careful consideration to how information was obtained, the size of the sample, how the sample was selected, the timing and the manner in which information was collected.

How the Evidence Informs the Strategy

Once the evidence base is gathered, it is essential to consider how it informs the development of your strategy:

• what issues can be identified that can be addressed through your strategy – are there concentrations of empty units, crime hotspots, inadequate public transport links, etc?
• can you draw comparisons with other similar places to identify deficiencies or opportunities that exist? and
• can your evidence base be used to monitor change over time, and how will you take account of these changes in amending/informing your future approach?

This is a **key stage** in the process, with a major bearing on the content of your strategy. Consideration needs to be given to what the analysis is telling you about your town, and what you can/should do to improve its future performance.
6. Regeneration Approaches

This section considers different strategic approaches that can be adopted in formulating your strategy.

To achieve successful regeneration, priorities must be identified within a holistic strategy. A flexible approach should be adopted to create places that people want to live/work in, investors/businesses are interested in, and residents/visitors want to come to.

There are a number of approaches that can be adopted to achieve successful place regeneration. Your strategy should consider which are most appropriate to your local circumstances:

- regeneration led by commercial development – e.g. Overgate Centre, Dundee;
- policy, plan or project led development – e.g. Paisley Action Plan;
- thematic regeneration e.g. cultural, retail, housing, heritage and leisure issues and opportunities – e.g. Dumfries and Galloway’s Themed Town approach; and
- community led regeneration – e.g. Huntly, Neilston.

In practice, the approach is likely to contain a mix of these approaches – it is unlikely to be an either/or decision, but a combination to address local needs and opportunities.

Stakeholders may have differing views regarding the most appropriate approach to take, however, strong partnership working will identify the most appropriate approach for the individual circumstances of a community, or project, or locality.

Regeneration can be led by policy, a specific plan or a project. Partnership working and a strong involvement by partners is key to the success of this approach. There may be varying degrees of community input, but this needs careful consideration and should be fully integrated into the approach. It is important to recognise that this requires a higher degree of coordination and additional time and will need to be supported over the long-term (development and delivery period) e.g. Clydebank re-built’s Design Forum.

Regeneration can also be led by a community, evolving from a grassroots level. The community needs, priorities and aspirations should be identified and a shared vision developed. It is essential at an early stage for the community to commit to partnership working with shared goals being paramount to the success of the venture.
In a community led regeneration initiative, solutions must be flexible with a long term strategy and short term wins. Community led regeneration may prove to be a slower, more resource intensive approach, but it can prove to be one of the more robust approaches to regeneration, producing sustainable outcomes.

There are a number of key issues that need to be considered when establishing the most appropriate regeneration approach for your area:

- a partnership approach is essential to secure long-term success – identify who your key partners are and secure their early involvement (see Section 7);
- consideration should be given to the duration of your strategy – a long term approach may be needed, but with built-in review to ensure activity remains valid;
- there is a need to prioritise resources and actions to deliver those activities that will deliver against the key aims and objectives;
- robust delivery and management mechanisms should be developed at the outset;
- relevant resources need to be aligned – people, capital and ongoing costs; and
- there should be a two-way influencing dialogue between policy and practice at local and strategic levels.

Throughout the regeneration process it is paramount to the success of the outcomes to regularly monitor, evaluate, learn and share experiences. Choosing the right approach at the start of the process is the key to creating and maintaining high quality regeneration – successful places that deliver services within a quality environment.

The approach that is adopted will have a strong influence on the success and the outcomes of your strategy.
7. **Identifying and Engaging with Stakeholders**

This section outlines the issues to be considered to maximise the value of working with stakeholders.

Input from local stakeholders is central to the success of your strategy and should not be underestimated. Without input from appropriate stakeholders at the earliest stages in the preparation of your strategy, implementation is more likely to have limited success. Single organisations (whether Local Authorities or Town Centre Management bodies) cannot take forward successful regeneration projects in isolation.

Specific guidance on this area can be accessed from ‘[PAN 81 Community Engagement](#)’.

There are two key steps – identify your stakeholder partners, and then engage with them.

**Step 1 – Identifying Stakeholders**

When thinking about who to engage with, the key question should be who uses your town and are there any established organisations or groups that represent their interests? Key stakeholders are likely to include:

- local residents and property owners;
- retailers and businesses;
- key local facilities and attractions e.g. leisure centre management, local tourist attraction operators;
- community groups and the voluntary sector;
- public and private sector organisations e.g. Police, NHS, RSL’s, public transport operators;
- visitors and commuters;
- local politicians; and
- key council services – whilst your strategy may be led by Planning or Regeneration, other services will need to be involved e.g. Roads, Culture, Leisure, Estates Management, Outdoor Amenities etc.

The range, type and input of stakeholder partners will depend on local circumstances and issues – your approach should be commensurate with the scope of your strategy. Consideration should be given to the level, frequency and type of engagement for individual stakeholder partners – those that are critical to achieving a successful outcome should be central to the process.
Step 2 – Engaging with Stakeholders

The most successful approach is to develop participatory stakeholder engagement (e.g. South Dalmarnock Masterplan) – this should be a two-way process with an informed and agreed approach to ensure that they are regularly involved, and are able to inform the process.

Step 2a – Attract Attention

Local stakeholders need to know that something is happening. For example:

- distribution of publicity materials e.g. flyers, newsletter, posters, social networking sites, etc;
- advertising or editorial coverage in local newspapers;
- public events e.g. exhibitions, roadshows, presence at community events;
- discussion groups;
- arts/innovation projects e.g. schools, ‘Planning to Act’;
- distribution of surveys/questionnaires; and
- one-to-one contact with key property and land owners.

Step 2b – Maintain Attention and Build Momentum

To build on the initial publicity drive, the successful implementation of your strategy requires the continued involvement of the stakeholders. Key factors include:

- consideration should be given to the role for stakeholder partners – can they take ownership of your strategy? If so, explore setting up a Local Partnership / Board, or establish liaison groups to encourage two-way dialogue;
- manage expectations – set clear goals for stakeholders over the short, medium and long term;
- maximise the expertise of different stakeholders;
- invest in capacity building to ensure that everyone involved is willing and able to participate;
- develop some quick wins to build confidence; and
- provide feedback – good news stories and explanation as to why some things haven’t worked.

The approach should be about stakeholder engagement on a long-term basis, rather than one-off consultation. This recognises that the regeneration is likely to be a long-term process.
8. Obtaining Strategic Support

This section of the guide outlines the key issues that need to be considered in securing the strategic support of internal and external partners to the preparation of your strategy.

Internal Resources

The financial and people resource held within your organisation should be the first consideration:

- achieving political and executive/management team support to develop your strategy is key in accessing people and financial resource at the pre-planning stage, and will facilitate subsequent approvals processes for key elements of strategy development;
- clearly identify where the aims and objectives of your strategy meet with your organisation’s strategic aims and objectives – this will be key in securing support from the outset and building consensus for future project delivery;
- best results can occur where a senior member of the management team is the ‘proactive champion’ driving your strategy, and ensuring that it is not lost within the other activities of your organisation;
- key individuals with specialist skills should be identified and asked to bring their expertise to support strategy preparation and future delivery. This works best where the strategy is a core part of their work, or where they are directly charged with supporting delivery; and
- the commitment of 'help in-kind' is a key resource that is often overlooked. A mechanism for recording and valuing this type of resource can be matched against some external financial support.

At the initial stages of preparing your strategy it is important to establish how much resource is likely to be available for future project delivery, and understand what the competing priorities are likely to be. This will help to ensure that your final strategy is set within a realistic context, and its outcomes have a good chance of being supported and securing funding (and other resource) for future delivery.

External Resources

Consideration should also be given to the availability of external resource – both to support strategy preparation, but also for future project delivery. Understanding partner aspirations, level of interest, and potential resource input (people and money) is important in guiding the process.
The first step is to speak to potential partner organisations (as guided through the stakeholder engagement process, see Section 7) to identify who could support, and more importantly is interested in supporting, the process. Help in-kind can take many forms, and this type of support from external partners can be used to develop their long-term support.

There is a need to ensure that the process of strategy preparation should take cognisance of the aims and objectives of potential funding partners. It should be noted that these partners are likely to seek a detailed role in the process including consideration of their aspirations and project proposals.

Ideally, external partners will bring skills, expertise and funding to support strategy preparation. In some circumstances external funding may be secured, but it is more likely that non-financial, or in-kind, resource will be provided.

Local Community Planning Partnerships (CPPs) are likely to be a key resource – potentially bringing both financial and people resource. Securing the support and input of the CPP from the outset will help to develop their interest in future project delivery, particularly where it reflects strong strategic linkages.

**Outsourcing**

The use of external consultants can be a useful resource in strategy development as they bring practical experience in the subject, and have access to national and international best practice. They also bring an independent perspective to the process that can be highly valuable, particularly in managing stakeholder/partner expectations. This approach can, however, be financially resource-intensive, and if not managed properly might not yield the best results.

There are a number of issues and challenges that need to be considered with an outsourced approach:

- there is a need to ensure that the research brief is clear in terms of the study objectives, but that it also provides sufficient flexibility to ensure the best use of the consultant’s experience. This will help to establish a framework for a genuine partnership approach;
- ensure that the brief clearly states the background information and documentation that will be available to the consultant as this will limit duplication and repetition and ensure that resources are focused on the study objectives. Be realistic about the type and depth of information you hold;
- processes and procedures should be established at the initial stage to ensure that the client has full control of the process;
- the budget allocated to strategy preparation should be realistic given the expected outputs of the brief;
- the consultant should bring additional skills and capabilities to that of the client to ensure value is added by their appointment. It is important to recognise that leadership will still be required from the client through the process to galvanize local support and commitment; and
- it should be recognised that procurement of services can be a complex, difficult and time-consuming process for practitioners, therefore the logistics, timescales and challenges will need resourced at an early stage.
**Delivery Resource**

Delivery resources are considered in detail at Section 14, but in the initial stages of strategy preparation it is important to consider the likely range, source, type and level of funding that might be available for future delivery – this will help to inform the content of your strategy.

In considering delivery resources it is important that form follows function – work out what you are trying to do and then source the funding to deliver. In practice, however, it is important at this stage to have a realistic understanding of likely delivery resource to ensure that your strategy has a good chance of being delivered.

In a number of cases, financial resources to deliver your strategy will be identified through the consultation and engagement process. This will apply in particular to cross departmental and agency activity that is already being undertaken but that can be used to support early wins (see Section 13).

Issues around delivery funding include:

- are the synergies and efficiencies of cross departmental/agency/partnership financial spend being maximised and given all possible added value?
- is there an opportunity to lever capital programme spend to support your strategy delivery or to lever funding from departmental budgets in support of capital programme funding?
- is the capital spend supported with on-going revenue support if required? This is the major issue to be considered when looking at whole project costs;
- the information on funding sources is not always available at a local level, although some local authorities do have funding officers. A number of organisations subscribe to on-line funding advice services. These tend to focus on business, community and social enterprise funding opportunities, but can be invaluable in triggering initial ‘early wins’ and achieving partnership project delivery (see Section 14);
- private sector funding can be secured through a range of mechanisms including: Section 75 agreements, land assembly, percentage for art, business associations, BIDs, TCM schemes, etc. Where possible your strategy should be created with private sector input – businesses, property owners and investors will be more receptive where they have been involved in the strategy development process, and particularly where they see benefits to be gained through delivery;
- consider how the success of ‘early win’ projects (see Section 13) will be measured, and how their benefits can be demonstrated – this is key in securing on-going support and financial contribution to strategy delivery;
- individuals with knowledge and experience of funding opportunities, constraints, application processes etc. are a key resource and should be involved in developing your strategy; and
- work in partnership and utilise networking opportunities at a local, regional and national level – best practice in delivery can be sourced through documents, websites, regeneration organisations, associations, etc.
9. **Issues, Opportunities and Constraints**

This section considers how to identify the key issues, opportunities and constraints for your town.

Consideration should be given to the spatial boundary for your strategy – town centre versus whole town (see Section 1) – as this will largely define the scope of actions. For town centre strategies, however, there is a need to adopt a broader understanding of the context within which the centre functions. For example, transport networks may be good within the centre, but if it is difficult for users to access the centre (both through public and private transport) this will deter people from using it.

The identification and understanding of the issues, opportunities and constraints faced by your town is critical in developing your strategy and thus achieving realistic and achievable solutions.

**Issues**

In identifying issues, the following should be researched and understood:

- current data and information – including surveys, masterplans/action plans, statistics/SIMD, performance indicators and market review (see Section 5);
- the physical setting – analysis of your town centre, how it works with and serves the whole town and the wider area (see Section 1); and
- the community and user groups – resident and visiting communities, current and desired activity, consultation and engagement and who are services being provided for and what for? (see Section 7)

This will result in the preparation of baseline information that will contribute to identifying issues to be addressed through regeneration to strengthen your town. This may be in the form of centralising services, improving the physical environment, improving circulation or developing a range of functions that increase activity. These could include:

- economic and business functions;
- public sector activities and services;
- social and cultural attractions;
- environmental and public realm upgrade;
- access, infrastructure and green networks;
- marketing and events; and
- crime/antisocial behaviour.

**Opportunities**

Opportunities need to be considered in the widest sense including land uses, development, environmental, design, policy, guidance, marketing, events, and funding resources.
The opportunities might flow from the issues and are shaped by, but in turn will also shape, the vision – they need to be clearly identified and integrated into the shared vision that you agree with partners.

Points to consider when identifying opportunities for your town include:

- consider whether opportunities can be identified that respond to the issues and improve the performance of your town in physical, social, economic and cultural terms – the local development plan may outline some of these;
- your strategy will need flexibility in addressing opportunities to respond to ongoing changes in funding, resources, ownership, etc;
- opportunities should be set against a realistic timeframe, with a mix of early, medium and long-term. Early wins, which may not necessarily be the best projects, are a good opportunity to demonstrate commitment and generate positive partner support;
- consider temporary and ad hoc uses as an opportunity to address empty sites and vacant buildings;
- whilst it is inappropriate to blindly copy the approach adopted in other places, looking at towns that have delivered successful regeneration can help to identify opportunities for your town – a large databank of case study examples can be accessed via the learning network website;
- partners and stakeholders should be encouraged to identify opportunities through the consultation process – these might include:
  - established formal structures e.g. Community Planning Partnership, Traders Association, Business Forums, etc
  - survey of local users – residents, businesses, employees, visitors and school children using a range of techniques
  - discussion with partner and potential funder organisations; and
- at this stage opportunities should be kept high level – the detailed content will be designed at the next stage.

Adopting a broad approach to the identification of potential opportunities will generate a long list of potential activities which will inform the detailed content of your strategy.
Constraints

Your strategy should also consider the issues that your town is facing, and the opportunities to develop project activity to address them. Key issues to be considered include:

- constraints can be identified through the baseline analysis and stakeholder consultation/engagement process;
- review the scale of these constraints and understand how much resource input would be needed to address them;
- understand whether these constraints are critical to the long-term success of your town and your strategy’s vision and objectives;
- constraints can include physical, social, economic and cultural activities – a holistic approach should be adopted;
- consider whether any of the constraints can be sensibly addressed through your strategy; and
- if the constraints are important, but would be difficult/impossible to deal with through your strategy, consider if there are any external ways in which they can be addressed.

Reviewing constraints as a specific stage in the process will help to set issues and opportunities in context and identify those that are most critical in holding back the successful regeneration of your town.
10. Developing the Content

This section considers the issues that will inform the development of the detailed content for your strategy.

Ensuring that the content of your strategy is realistic and relevant (to your established vision and objectives) and not comprised of ‘wish lists’ will maximise opportunities for successful delivery. Developing the content requires assessment of the earlier analysis, review and consultation work.

It is important to remember in developing the content that your strategy is not the appropriate place for detailed project activity – its principal purpose should be to provide an overarching guide with themes and strategic objectives. Your strategy might be accompanied by a detailed Action Plan – this is where specific and detailed project content should be presented.

There are a number of methods by which appropriate and realistic strategy content can be developed. These can all be used to inform your strategy, but it is essential to focus on the vision and objectives agreed at the outset as these describe what you expect to achieve through its delivery.

Partner Aspirations

To achieve effective partner involvement it is necessary to ensure that:

- partners are clear about their role and contribution to the development of your strategy;
- each partner is clear about their individual priorities and expectations – these will shape the content but must be considered within the context of your overall strategy; and
- where possible partners should be clear about the amount of time they are able to commit to your strategy and confirm that they are able to maintain that level of commitment – this will ensure that the content has a good chance of being delivered.

Partnering working is an effective approach to strategy development and has resulted in a number of successful initiatives. Where partners are clear on their remit and expectations, partnership working will ensure that the content of your strategy reflects the shared aspiration of all partners.

Balancing Content against Resource

Content will often be guided by the partners involved in the development of your strategy and the resources they bring to the process (strategy preparation and project delivery). Consideration should be given to:

- the resources that you/your partners can bring to the process – this should include finance, land and skills;
- the extent to which some partners are more resource rich than others; and
- the way in which less resource rich partners can maximise their contribution to the study.
Over and above the individual resources of partners, centralised resources will be necessary to establish and maintain the work of any partnership. These can relate to:

- administration;
- communication and monitoring of progress; and
- recording of milestones and outcomes.

Whilst your strategy should not be constrained by the resources that can be identified at the outset, to ensure the greatest chance of success it should be based on a practical and realistic assessment of resource availability, (as considered at Section 14). Aspirational projects should be identified as such, with no definite timescale allocated for delivery.

A strategy that does not benefit from extensive funding or partner involvement should tailor its focus according to its ability to deliver:

- given the resources and partners available, focus on the key priorities to be addressed; and
- success can be improved by using resources and partnership processes differently.

**Dealing with Pet Projects**

Stakeholders will bring a range of opportunities and ‘pet’ projects to your strategy – to ensure partner support these need to be fully considered as part of the strategy content development process.

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**While some pet projects can be ideal for inclusion in your strategy, others can be a hindrance where there is no clear alignment with objectives. If included, these can lead to a sub-optimal use of scarce resources, time and money.**

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When assessing projects for inclusion in your strategy the following approach should be adopted:

- proposed projects should be referred back to the vision, objectives and outcomes (see Section 4) to ensure their appropriateness for inclusion in your strategy. This is a crucial element to ensuring appropriate content, so be ruthless in their examination;
- if the project does not complement or develop your strategy through its inclusion it is important to omit it. In order to minimise potential conflict with partners this should be done through open and transparent appraisal (see options appraisal below);
- consideration should be given to supporting excluded projects by other means, if an appropriate route can be identified; and
- flexibility and review should be built into the process to allow for projects to be included or excluded as funder, delivery and external environments change.
Using Options Appraisal

Options appraisal is recommended in the HM Treasury Green Book to identify the best way to achieve your stated objectives. Whilst it is principally used to consider the specific approach for individual projects, it can also be used at a higher level to identify priority areas, themes and approaches for your strategy document.

Consideration should be given to the use of options appraisal in developing the content of your strategy:

- appraisals should provide an assessment of whether a proposal is worthwhile, and clearly communicate conclusions and recommendations;
- a pro forma approach with options considered against pre-set criteria (cost, benefits, risk, contribution toward objectives, timescale, etc) can be an effective approach to prioritise actions and identify key projects;
- in option appraisal, the need for intervention is validated, objectives are set and options are created and reviewed by analysing their costs and benefits. The appraisal should be commensurate with the resources involved, but is essential when significant sums are being committed;
- conducting appraisals can be resource intensive. Where possible they should be carried out collaboratively between stakeholders, but lead responsibilities should be well defined, with accountability for accuracy and thoroughness; and
- the wider social benefits of proposals should also be considered as part of the options appraisal although these are likely to require a qualitative assessment and are therefore difficult to score.

An example Options Appraisal Framework is presented at Appendix B.
11. Using KPIs and Targets

This section considers issues relating to key performance indicators (KPIs) and targets – selecting the right KPIs and targets, and using them effectively will help in the appraisal, approval and delivery process. It will clearly demonstrate what your strategy is expected to achieve, allowing progress to be monitored over the delivery period (with remedial action where required) and final success to be measured.

This section considers when and how to set KPIs and targets for your strategy. The key risk at this stage is developing a complex and resource intensive system with too many KPIs that is not maintained.

South Lanarkshire and Stirling Council’s have developed bespoke monitoring frameworks to measure town centre performance.

Selecting KPIs

Selecting the right KPIs is key to maintaining and measuring progress with the outcomes of your strategy. There are a number of issues to be considered:

- the selected KPI’s and targets should be closely aligned to the objectives of your strategy;
- it is important to carefully consider what you want to measure and why:
  - there is a balance to be struck between the cost (time) and benefit of monitoring activity – selecting a small number of KPIs (around 10) that measure overall change within your town is likely to be most effective
  - using baseline data (as gathered through the earlier stages) will allow change to be measured on a regular basis – this will allow adjustments to be made that take account of changing circumstances
  - reviewing change against KPIs will allow future measurement (through evaluation) to establish the success of your strategy – this can be used to inform and drive future activity;
- it is important to ensure that you have buy in/input from all involved when setting KPI’s and targets, and establishing who has responsibility to measure change;
- the sources for the KPI data should be established – official statistics, ongoing survey, or partner data – sole reliance on data that needs to be purchased should be avoided as this is likely to be under pressure where budget restrictions apply;
- it is important that the selected KPIs should relate to aspects of the environment over which you have some control, and over which your strategy will influence;
- for larger towns, complex and resource intensive strategies, consideration should be given to establishing benchmark data for comparator towns – this does not need to be measured over the course of the delivery period, but can be used to inform any future evaluation i.e. how much has your town improved in comparison with the benchmark towns; and
- consider whether KPIs will ultimately drive future improvements in performance by using them to:
- spot potential problems and/or opportunities
- set targets for partners, departments and employees involved in the project or process, based on a SMART approach.

It is important to include only those KPIs that will add value to the process – keep it simple!

At the same time as commissioning the Whole Town and Town Centre strategy working groups, the Town Centres and Local High Streets Learning Network also commissioned two groups to look at performance management issues within towns. These two groups worked together to outline the key areas which should be considered when developing a performance management framework to monitor a town centre.

This work has resulted in a guide being produced with key performance measures themed under People, Place and Work. Each performance area discusses suitable mechanisms and how they work, gives examples of how the measures can be used, and outlines existing systems of data/information that are available.

**Setting Targets**

The KPI is the descriptor of what you want to measure and monitor change against – it is important that quantified targets are used to set the scale of the desired change. For example, the KPI might be increase in footfall in your town, the SMART quantified target would be an XX% uplift within a period of XX months.

SMART objectives are defined as:

- specific;
- measurable;
- achievable;
- relevant; and
- timebound.

The target should be based on the aims and objectives of your strategy. It is also essential that a baseline data score is established – this is the value against which future change will be measured.
Managing your Information

As with most areas of operation, the more structured the information you keep about your KPIs, the easier it will be to use as a management tool.

There are a number of established computer-based management information systems that can be purchased – the system adopted should be commensurate with the scope and scale of your strategy. A bespoke Monitoring and Evaluation Framework might be the most appropriate model to adopt (Section 15).

The approach should allow the following to be set:

- a baseline score that quantifies the position immediately pre-strategy;
- a final quantified target of the expected change; and
- regular updates to monitor change and influence ongoing remedial action where required – normally quarterly and annually.

This approach allows a time series of data to be compiled and meaningful comparisons made.

When to set KPIs and Targets

The most appropriate KPIs will be identified through the process of developing the detailed content of your strategy – they can be agreed ‘in principal’ at the early stages but should not be confirmed, and certainly not quantified, until the final stage of strategy preparation.
12. Partnership and Delivery Models

This section outlines the issues to be considered in establishing partnership and delivery models for your strategy.

Identifying Partners

Key points to consider in identifying partners for strategy delivery are:

- the key stakeholders and partners need to be identified that will be critical in securing delivery of your strategy – these will be set at the local level for each individual town but are likely to include public, private, community and third sector;
- there is a need to consider and identify the critical stakeholders who are essential to the overall delivery of your strategy and/or specific project activities – these must be included in the process;
- consider whether there is a facilitating/lead partner who can take on the administration of the delivery process – this is normally (but not necessarily) the lead partner for strategy preparation;
- if no lead partner can be identified, there may be a need/opportunity to establish a new entity to lead delivery (see below); and
- identify whether a key individual can be identified who is willing/able to take on a prominent role in promoting your strategy and championing its delivery.

Determining the Appropriate Partnership Model

Setting the partnership model at the outset is critical, key points to consider are:

- the role of individual partners in delivering your strategy – there is a need to consider the scope of your strategy, and be aware of the factors that will dictate or influence partner involvement – partner aspirations, buy in, finances, apathy and time;
- agree a core group of partners that will be involved in the delivery process;
- where possible maintain flexibility from partners in relation to timing, staff/financial input, priority project delivery, etc;
- the most appropriate delivery model will be influenced by the range, type, complexity and number of actions to be delivered through your strategy;
- carefully consider whether a formal or informal partnership is best placed to:
  - co-ordinate delivery from partners and key stakeholders
  - secure the required resources;
- informal partnerships are potentially easier and quicker to establish, will be more flexible, and can facilitate greater community input, support and ownership from the process;
- but delivery may require a formal approach which will require full partner commitment for delivery, is likely to have statutory powers, and be able to bring about significant physical change; and
• if no existing models meet the requirements, consideration should be given to whether adaption is likely to be better than development of a bespoke new vehicle – adaption may be quicker, have an established support base and resource network.

Clarity over roles and responsibilities between individuals and organisations is crucial to the success of the partnership.

The delivery model should be appropriate to the specific requirements of your strategy. Alternative models can include:

• single lead organisation – one single partner acting as lead delivery authority with other partners putting resources (money and time) into the lead organisation (for example Business Improvement Districts Town Centre Management schemes, Development Trusts etc);

• existing partnership – use an existing partnership delivery structure to take lead responsibility and co-ordinate activity;

• new formal partnership – specifically established to co-ordinate action between partners (public/private/community) and lead delivery of the strategy (for example South Lanarkshire’s Market Towns Initiative);

• unwritten agreement – an informal agreement to work together in partnership to deliver your strategy;

• memo of understanding – a formal, but non-legally binding, written memorandum of understanding;

• project agreements – agreements signed by the partners with designation of lead authority working on behalf of an informal partnership board (legally binding); and

• public-public and public-private joint venture as a legal structure – a formal and bespoke corporate vehicle tasked with delivery of your strategy e.g. Limited Liability Partnership, Community Interest Company.
Co-ordinating Delivery

There is a need to co-ordinate the delivery of your strategy between the various partner groups:

- consider how to make the partnership work in practice whatever model is adopted – know the limits, set a shared and realistic vision, ensure actions are compatible with wider policies and strategies, have clarity on partnership roles and functions, and ensure effective management of the partnership and delivery process;
- can a strong and impartial chair be identified who will act as the champion for delivery, maintaining momentum and encouraging support from a broad stakeholder group;
- establish the level of officer support that will be needed across the lead and support partner groups from the outset;
- consideration should be given to the need for a dedicated co-ordinator/manager (costs, benefits and risk) – this will largely be dependent on the scope/scale of your strategy; and
- clearly identify the methods of communication that will be needed to ensure the appropriate dissemination of information and continued engagement (see Section 7) and consider the need for a communications plan.
13. Key Priorities and Early Wins

This section considers the need (and benefits) of establishing key priorities and early wins for your strategy.

From scoping out and developing your strategy's vision and objectives, potential project activity will emerge at different junctures. There are likely to be numerous projects and proposals (as established through the options appraisal process) which will vary in scale, cost, realism, achievability and timescale. From this, it is helpful to establish a small number of key priorities and early wins to lead the delivery process:

• **early wins** are projects that are relatively simple to execute, achievable in the short term and hopefully deliver highly visible results (e.g. community clean ups, murals over derelict buildings, etc). These are likely to require limited amounts of funding without being overly complex or constrained by external factors (e.g. ownership, legal issues). They are characterised by the fact they represent an opportunity to achieve something worthwhile in a short timeframe. They can help to establish the delivery period, maintaining the enthusiasm generated through the strategy development process.

Whilst all activity should contribute toward the vision and objectives of your strategy, early wins need not be a direct result of your strategy itself. The most important point is to clearly establish the start of the delivery period – in doing so consideration should be given to co-opting project activity that is already planned and that can be used for the purpose of securing publicity for the launch of your strategy; and

• **key priorities** are more likely to be longer term projects and proposals, often with complex component parts, that are essential to the overall success of your strategy. They will have been identified as critical projects that will deliver marked and important improvements to your town, often with high levels of local support. These tackle the most important issues, opportunities and constraints (see Section 9) in your town and are identified as crucial to improving its future performance. Key priorities will also be crucial in realising the overall vision and objectives of your strategy.

Given the complexities of some key priority projects they can also be high risk and work intensive. Often the reason they are so important to deliver is because they have not been achievable by alternative means previously.

This approach was adopted by Irvine Bay Urban Regeneration Company when it developed town plans for Irvine, Kilwinning and the three towns (Ardrossan, Saltcoats and Stevenston).

**Why Prioritise?**

It is important to clearly establish what you want to do, why, and what outputs you expect to achieve:

• this ensures proper phasing and a consistency of approach giving a degree of certainty for those involved;
• it allows targeting of resources, commitments and funding;
• it is open and transparent;
• without key priorities and early wins, strategies can lack focus and lose momentum; and
• this process helps to sift out lower value projects or proposals to the benefit of those with most merit.

Your strategy will include a range of project proposals – identifying key priorities will help to establish those activities that are most critical to its long-term success. Even where major project activity is completed, failure to deliver the key priorities might be seen by stakeholders as a failure of your whole strategy.

**Establishing Priorities**

Key priorities and early wins can emerge in many ways such as from:

• consultation and engagement with stakeholders at organised events and specific meetings;
• discussion around specific issues, opportunities and solutions;
• statistical data or results from analysis of the evidence base (see Section 5); and
• identified local need or specifically presented opportunities (such as funding sources).

The long list of projects and proposals will have been established through the options appraisal process. Key priorities and early wins can be identified through the following:

• scoring and ranking individual projects will help to establish which are the most and least important – examples of Scoring, Weighting and Prioritisation Frameworks are presented at Appendix C;
• the scoring and weighting criteria adopted should reflect the objectives of your strategy as defined through its vision;
• projects should be considered against the established criteria, ranking them according to their ability to perform and deliver positive impact. Considerations could include:
  - the timescale for delivery
  - the resources required
  - personnel and management implications
  - practicalities of achievement
  - contribution toward local, regional and national policy objectives; and
• questions to ask include:
  - what is to be provided?
  - how much of a difference will it make?
  - what size of project/proposal is it?
  - is it sustainable long term?
  - is it worthwhile in the short term regardless?
  - is the timing right and if not when is (short/med/long)?
- does it have ‘unlocking’ or ‘transformational’ potential?

The process of establishing key priorities and early wins should be transparent and have consensus from partners. It is essential that the established key priorities have a close correlation with the vision and objectives as agreed by the stakeholder partners.
14. Delivery Resources

This section considers issues around securing resources (people and money) to deliver your strategy. Securing delivery resources is essential, and should be given careful consideration at the outset as it will inform the approach, content and timescale for delivery.

Section 8 outlines the need to establish early (and wide) commitment to the preparation and delivery of your strategy – this will help to build long-term commitment to the process from both internal and external stakeholders.

Delivery resources will be secured from a range of partners and might include capital/revenue funding (internal/external), and in-kind staff resource through the provision of skilled people.

In a number of cases, resources to deliver your strategy will be identified through the consultation and engagement process. This will apply in particular where a broad partnership approach has been adopted.

Establishing Resource Requirements

In developing the detailed content for your strategy there is a dichotomy between the need to develop a strategy that addresses the identified issues, opportunities and constraints (see Section 9), but to set it within a resource context that is realistic and achievable.

This will require an iterative process to the content development to establish your final strategy, but it is important to be more, rather than less, ambitious, so long as high risk and aspirational projects are clearly identified as such.

The first step in the process is to develop a high level plan against which activities and resources can be allocated. An example plan is provided in the table below.

<table>
<thead>
<tr>
<th>Objective/Activity</th>
<th>Who will do this work</th>
<th>What will the work involve</th>
<th>Financial Cost</th>
<th>Person Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport</td>
<td>Local Authority</td>
<td>Capital works c. 2 months duration</td>
<td>£100k</td>
<td>10 days</td>
</tr>
<tr>
<td>Build a new cycle lane</td>
<td>Local Authority</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>Local Authority</td>
<td>Capital works c. 4 week duration</td>
<td>£5k</td>
<td>8 days</td>
</tr>
<tr>
<td>Signage in Town Square</td>
<td>Local Authority</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

It is important that the resource plan considers not only financial costs but also the time input required. Best value can be achieved by working with local groups and organisations who may be willing/able to commit time resource, and deliver quality outputs for limited financial input.
Capital and Revenue Funding

A number of issues should be considered in securing capital and revenue funding to deliver projects that meet the vision and objectives of your strategy:

- develop your strategy first, then seek funding for its delivery – this avoids the potential problem of developing a strategy that suits the criteria of funders, but doesn’t deliver against the issues/opportunities identified for your town. In reality, however, (as discussed at Section 7) the content and approach will be heavily influenced by the level of commitment secured from internal/external stakeholders and an early review of potential funding opportunities;
- identify synergies and efficiencies within cross-departmental/agency/partnership financial spend to maximise added value;
- consider opportunities to lever financial commitment from across the partner groups, and other potential funding organisations. Funding sources might include: Local Authority, European, Lottery, Government Agencies, Trust Funds and private sector investors/developers;
- securing early internal/partner support for development of your strategy (as discussed at Section 8) will yield positive results in securing long-term delivery funding;
- establish whether partners can provide revenue and/or in-kind support to support delivery – this is a major issue for sustainable delivery;
- consider how the success of early win projects can be demonstrated and will be assessed by existing and potential partners – they may be encouraged/discouraged by their success or otherwise;
- individuals with knowledge and experience of funding (opportunities, constraints and application processes) will be a key resource and should be sought out; and
- working in partnership will create networking opportunities at local, regional and national levels, and maximise the chances of securing delivery resources.

Securing early internal and partner support for development of your strategy (see Section 8) will yield positive results in securing long-term delivery funding.

There are a number of established organisations and sources that provide information on external funding opportunities, including the following:

- [www.scvo.org.uk](http://www.scvo.org.uk);
- [www.institute-of-fundraising.org.uk](http://www.institute-of-fundraising.org.uk);
- [http://is.idoxgroup.com](http://is.idoxgroup.com);
- your local authority; and
- your local Council for Voluntary Service (CVS).

Securing revenue funding for the ongoing delivery of your strategy should be considered as part of the strategy preparation stage. The extent and type of funding will be dependent on the delivery model established (as discussed at Section 12).

There are three overarching options to secure resource funding:
- rely on the lead body to provide financial and in-kind resource; and/or
- secure grant funding and staff secondments – this is likely to be given on a one or three yearly basis; and/or
- acquire and use assets to generate funds e.g. purchase and rent business units, develop renewable energy scheme (e.g. wind turbines or micro-hydro schemes).

Depending on local circumstances, there may be an opportunity to secure private sector contributions toward project delivery:

- it is essential to build a relationship with the local business community, consulting with and engaging them in the strategy development process;
- if appropriate, build relationships with local organisations e.g. Business Improvement District (BID), business association, Chamber of Commerce, etc; and
- seek developer contributions for individual projects through in-kind support and/or planning gain.

The support of the private sector for your strategy will largely depend on the extent to which they believe delivery will enhance their own business performance. Consideration should be given to developing an evidence base that demonstrates the likely benefits and impacts to business owners, developers and investors (see Section 5).
15. Reviewing and Monitoring Progress

This section links with the analysis of KPIs and Targets at Section 11, and considers the rationale, process and benefits of measuring and monitoring the progress with strategy delivery.

The best approach to measuring progress is to develop a Monitoring and Evaluation Framework (M+EF) that lists the agreed KPIs (see Section 11), sets a baseline score for each, identifies the expected targets to be achieved at the end of the process, and allows regular monitoring of progress toward targets.

Why Measure Progress?

- Scottish Planning Policy 8, paragraph 34 states that ‘monitoring is essential to the effective planning and management of town centres’. It is essential for a number of reasons, including to:
  - assess the progress and the impact of projects on a comprehensive basis;
  - understand the changes that occur in your town over the delivery period and to gather data that can be used to communicate progress;
  - allow changes and remedial action where either local circumstances change and/or delivery fails to achieve the expected benefits;
  - influence local decision making effectively e.g. planning decisions, targeting of increasingly limited budgets;
  - help support external funding bids;
  - provide factual rather than subjective assessments; and
  - contribute to benchmarking & good practice nationally.

Measuring KPIs and Setting Baseline Scores

The Town Centre Retailing Methodologies report states that in considering what KPIs to use, they should be:

- consistent;
- updated and compared over time;
- relevant to specific issues and concerns;
- transparent;
- time and cost effective; and
- robust and defensible.

Setting baseline scores is critical for before/during/after comparison purposes and assessing the extent to which the performance of your town has improved since adoption of your strategy. The inclusion of comparator locations can help to explain how your town is performing within a local, regional or national context, but can be resource intensive.
Appendix D lists potential KPIs, categorised into Economy/Business, Social/Cultural and Environment topic areas in accordance with the SUSSET Toolkit.

**Resources**

It is important that the level of resource required to assess performance through the M+EF is commensurate with both the scale of your strategy, and the benefits that can be accrued from measuring change.

The critical point is to ensure that the benefits of monitoring exceed the financial cost and staff time of doing so. It is also essential to agree the process and protocol with partners at the outset – will one individual be charged with the responsibility of gathering data or will partners be required to provide regular updates? Whichever is adopted, it is important that the individual(s) charged with populating the M+EF understands the time commitment required, and that this is reflected in their work priorities.

KPIs are likely to include data that is either free, or that can be gathered easily (e.g. number of vacant shop units), but may also include some specialist data that cannot be collated or analysed internally and requires an ongoing budget allocation (e.g. footfall count). Where appropriate, a financial allocation should be included to ensure that the cost is understood, and a relevant budget secured.

The key steps in securing resources for monitoring progress are to:

- undertake initial research identifying good practice and structures – an example of a M+EF is provided at Appendix D;
- obtain internal and external buy-in to the monitoring process; and
- clearly identify who, how and when data is collected and pulled together.

**Wider Progress Measurement**

Measuring the success of your strategy can also include a broader assessment of its impacts and progress. This could include:

- the strategic added value achieved through partnership working i.e. the extent to which you build and develop trust with partners, improved co-operation with partners over other project activity, better understanding of the aims and objectives between partners;
- financial progress – monitoring the costs and value of strategy delivery, in particular administration and delivery costs i.e. non-project activity;
- wider changes in the policy and strategy environment – ensuring that your strategy takes account of changing partner objectives and priorities. This will ensure that you maintain their support and/or take mitigating actions to address any change in their support for delivery; and
- changes in attitude and perception – the extent to which your town generates positive newspaper coverage, the extent to which residents are more satisfied with their neighbourhood, and people feel more positive about your town as a place to visit, live/work in, and invest in.
16. Establishing the Next Steps

This section considers the next steps that might be needed following preparation of your strategy. Consideration should be given to the need for further action prior to strategy delivery – this might include an Action Plan, Masterplan(s) and/or Design Guides.

Additional supporting documents should only be prepared where a clear need is identified and they will help to ensure delivery of best value results.

Consideration should be given to the appointment of external advisers/consultants to prepare these supporting documents, against the potential to prepare in-house, or through local partners. In identifying the best approach, both cost, experience and time input need to be considered.

Should an Action Plan be Prepared?

An Action Plan might be required where your strategy sets the overall vision and objectives for delivery (setting the context), but there is a need for a detailed project-by-project delivery context. Account should be taken of the new Local Development Plan process which requires preparation of a supporting Action Plan which will be reviewed every two years.

Issues to consider in preparing the Action Plan include:

- the best approach to ensure buy-in from all internal and external partners;
- how, when and by whom the Plan will be monitored;
- the extent to which the wider community will be expected and/or able to take ownership of the Plan; and
- the level of commitment there is to supporting delivery of the Plan i.e. resourcing (both staffing and financial).

Should a Masterplan be Prepared?

The development of a Masterplan is best suited to large scale/sensitive sites where change will take place over time through a phased delivery approach. The Masterplan will set the specific uses (including volumes and densities) on a plot-by-plot basis.
Issues to consider include:

- consideration of the best way to integrate any existing community into the masterplan;
- understanding that the process of preparing the Masterplan can be lengthy, as can physical delivery – incorporating early wins will help to build support; and
- ensuring buy-in from internal and external partners aligned to your strategy to ensure support.

**Should a Design Guide be Prepared?**

Design Guides are best suited to site specific locations within your town where a higher standard of design is sought e.g. access points into the town, key meeting points within the town, and historic areas of the town.

Issues to consider include:

- too much detail may deter developers whereas too little detail won’t achieve the required standard – this is a difficult balance to strike;
- consideration should be given to providing incentives to ensure key materials are incorporated; and
- there are numerous examples of successful design guides for town centre regeneration (e.g. Dumbarton, Kilwinning and Bathgate), many of which are adopted as supplementary planning guidance by Local Authorities. These provide good practice examples from which designers can build, but it is essential that the guide takes account of local issues and opportunities.

**Other Supporting Documents**

Dependent on the vision and objectives of your strategy, a range of other supporting documents may be required, including:

- school/community arts initiatives (e.g. Kilwinning Archaeology Project, Huntly and West Kilbride);
- marketing/branding/events strategy (e.g. Glasgow’s Style Mile);
- project feasibility and business cases (e.g. West Kilbride Craft Town, Craft Exhibition Centre Business Plan);
- shopfront and premises improvement initiative (e.g. Bathgate Premises Improvement Scheme)
- signage strategy (e.g. Dumbarton Signage Strategy)
- transport and access strategies (e.g. Stirling Safebase Initiative, North Ayrshire Outdoor Access Strategy); and
- clean and safe initiatives (e.g. Falkirk’s Taxi Marshal Scheme).
Appendix A: The Learning Sets

In Summer 2010, the Town Centres and Local High Streets Learning Network established two practitioner learning sets focused around the following topics:

- whole town strategies; and
- town centre strategies.

Following a call for interest, members met six times over a nine month period, with 16 completing the process (see below). This document presents a guide, prepared by practitioners, on how to prepare a strategy for your town.

Learning sets are a personal development tool for discussion and debate. In this context they operated through ‘planned’ sessions where topic areas were agreed in advance. Members met on a regular basis to discuss issues, share experiences and develop new skills around an area of common interest – Town Centre and Whole Town Strategies. At each session, members presented research findings against pre-set aspects of the topic areas, using academic/journal/online literature reviews, specific examples, and their own practical experience.

Through their research and presentation individual members explored topic areas, followed by review and discussion by the group members who listened, questioned and shared their own experiences.

At the final session the two groups came together to discuss and agree the most appropriate output from their work. There was unanimous agreement to the production of a joint ‘How To’ guide, allowing transferrable lessons to be shared with a wider group of practitioners.

Whole Town Strategy Learning Set

Calum Black, Argyll & Bute Council
Lorna Bowden, North Lanarkshire Council
Alison Brown, Clyde Gateway
Dougie Cameron, North Ayrshire Council
David Grove, Fife Council
Andy Kennedy, Stirling Council
Alan MacBeth, Moray Council
Lorna Ogilvy, North Lanarkshire Council
Marnie Ritchie, West Dunbartonshire Council

Town Centre Strategy Learning Set

Alison Donald, East Ayrshire Council
Susan Jones, Renfrewshire Council
Davina Lavery, West Dunbartonshire Council
Jamie McCracken, West Dunbartonshire Council
Jim McNally, South Lanarkshire Council
Alastair Mitchell, Falkirk Business Improvement District
Andrew Mitchell, Alloa Business Improvement District
Lyndsay Noble, North Lanarkshire Council
Suzanne Scott, West Lothian Council
### Appendix B – Options Appraisal

Options can either be scored individually by project team members, or at an appraisal workshop with stakeholders.

This example presents a review of alternative options for public realm improvement works:

- **Option A** – minor public realm upgrade programme to the main square;
- **Option B** – major one-off public realm enhancement programme covering the whole central core of the town centre;
- **Option C** – phased approach over five years delivering major public realm enhancement programme covering the whole central core of the town centre; and
- **Option D** – the counterfactual, or do nothing option.

<table>
<thead>
<tr>
<th></th>
<th>Option A</th>
<th>Option B</th>
<th>Option C</th>
<th>Option D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Fit/Contribution</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Level of Risk *</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Capital Cost *</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Revenue Cost *</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Income Generating Potential</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Availability of Funding</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Scale of Benefits/Impacts</td>
<td>2</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Timescale *</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Partner Support</td>
<td>2</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Level/Type of Demand</td>
<td>2</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Competing Supply *</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Score *</td>
<td>29</td>
<td>30</td>
<td>32</td>
<td>21</td>
</tr>
</tbody>
</table>

Options are scored on their ability to make a positive contribution against your strategy’s vision and objectives i.e. high = 5, low = 1. * Denotes inverse score i.e. high = 1, low = 5.

In this example, Option C scores as the most favourable option, but further analysis would be required as there is little difference in scoring with Options A and B.
Appendix C – Scoring / Weighting Framework

Ways to draw out key priorities and easy wins:

- suggestions prewritten on board to kick off other ideas;
- people put coloured stickers by their favourite / least favourite;
- people write their own suggestions down;
- group actions into high priority/medium/low;
- brainstorming; and
- ranking table or system.

Example of Scoring Criteria

<table>
<thead>
<tr>
<th>Project</th>
<th>Fit with vision</th>
<th>Urgency</th>
<th>Likely impact</th>
<th>Practicality</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project A</td>
<td>12</td>
<td>20</td>
<td>26</td>
<td>28</td>
<td>86</td>
</tr>
<tr>
<td>Project B</td>
<td>14</td>
<td>19</td>
<td>12</td>
<td>22</td>
<td>67</td>
</tr>
<tr>
<td>Project C</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>18</td>
<td>69</td>
</tr>
<tr>
<td>Project D</td>
<td>16</td>
<td>11</td>
<td>22</td>
<td>15</td>
<td>64</td>
</tr>
<tr>
<td>Project E</td>
<td>18</td>
<td>9</td>
<td>24</td>
<td>14</td>
<td>65</td>
</tr>
</tbody>
</table>

Example of Weightings

<table>
<thead>
<tr>
<th>Project</th>
<th>Fit with vision (20)</th>
<th>Urgency (20)</th>
<th>Likely impact (30)</th>
<th>Practicality (30)</th>
<th>Total (100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project A</td>
<td>12</td>
<td>20</td>
<td>26</td>
<td>28</td>
<td>86</td>
</tr>
<tr>
<td>Project B</td>
<td>14</td>
<td>19</td>
<td>12</td>
<td>22</td>
<td>67</td>
</tr>
<tr>
<td>Project C</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>18</td>
<td>69</td>
</tr>
<tr>
<td>Project D</td>
<td>16</td>
<td>11</td>
<td>22</td>
<td>15</td>
<td>64</td>
</tr>
<tr>
<td>Project E</td>
<td>18</td>
<td>9</td>
<td>24</td>
<td>14</td>
<td>65</td>
</tr>
</tbody>
</table>

Example table for scoring projects against each other

<table>
<thead>
<tr>
<th></th>
<th>Project A</th>
<th>Project B</th>
<th>Project C</th>
<th>Project D</th>
<th>Project E</th>
<th>Project F</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project A</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Project B</td>
<td>0</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Project C</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Project D</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Project E</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Project F</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>-</td>
<td>2</td>
</tr>
</tbody>
</table>
Appendix D – Monitoring and Evaluation Framework

While this M+EF presents a wide range of KPIs but is not an exhaustive list – individual KPIs for each town should be developed on the back of the specific objectives and activities to be delivered.

<table>
<thead>
<tr>
<th>Component</th>
<th>KPI</th>
<th>Action</th>
<th>Source</th>
<th>Frequency</th>
<th>Base Value</th>
<th>Target Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy / Business</td>
<td>Private investment in property and business</td>
<td>Visual monitoring of investment</td>
<td>Planning</td>
<td>Annual</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of businesses/jobs created and lost</td>
<td>Annual assessment through questionnaires</td>
<td>Economic</td>
<td>Quarterly</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progress with key development sites</td>
<td>Analysis of progress, timescales &amp; issues</td>
<td>Planning</td>
<td>Quarterly</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rental levels</td>
<td>Monitor property transactions</td>
<td>Estates</td>
<td>Annual</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commercial yield</td>
<td>Liaise with property agents to obtain estimate of yields</td>
<td>Estates</td>
<td>Annual</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Retailer representation</td>
<td>Maintain record of major retailers present and not present in town</td>
<td>Planning</td>
<td>Annual</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Retailer demand</td>
<td>Maintain record of retailers expressing interest in sites</td>
<td>Planning</td>
<td>Annual</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Retail sales/turnover</td>
<td>Request relative measures of turnover from businesses</td>
<td>Economic</td>
<td>Annual</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vacancy levels</td>
<td>Inspect commercial and industrial sites and log vacancies</td>
<td>Planning</td>
<td>Quarterly</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. visiting tourist attractions</td>
<td>Request information from venues</td>
<td>Economic</td>
<td>Annual</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. visiting town centre</td>
<td>Footfall survey</td>
<td>Planning</td>
<td>Annual / Two Yearly</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Amount of favourable publicity</td>
<td>Keep records of good and bad publicity</td>
<td>Public Relations</td>
<td>Quarterly</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social / Peoples attitudes</td>
<td></td>
<td>Annual on street or on line</td>
<td>Public</td>
<td>Annual /</td>
<td>TBC</td>
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Whole Town/Town Centre Strategy Good Practice Guide 51
<table>
<thead>
<tr>
<th>Cultural</th>
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<tr>
<td>Demographics of town</td>
<td>Extract from GROS</td>
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<td>Community dialogue and partnerships</td>
<td>Review local organisations operating and their roles</td>
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<tr>
<td>Peoples health</td>
<td>Keep stats on poor/good health indicators</td>
<td>Community Health P'ship</td>
<td>Annual</td>
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<td>Perceived safety</td>
<td>Measure perception of crime as part of on street surveys</td>
<td>Planning</td>
<td>Annual / Two Yearly</td>
<td>TBC</td>
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<td>Provision for special needs groups and other groups</td>
<td>Ensure town meets the needs of people</td>
<td>Measure with local groups</td>
<td>Annual / Two Yearly</td>
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<td>Educational performance</td>
<td>Monitor performance of schools</td>
<td>Education (LA)</td>
<td>Annual</td>
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<td>Environment</td>
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<td>Analysis of land uses and towns key functions</td>
<td>Key percentage land take stats and functions</td>
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<td>Amount of vehicular traffic</td>
<td>Regular traffic monitoring</td>
<td>Roads</td>
<td>Quarterly</td>
<td>TBC</td>
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<td>Traffic accidents</td>
<td>Publish traffic accident stats</td>
<td>Roads/Police</td>
<td>Annual</td>
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<td>Public transport</td>
<td>Collate public transport data</td>
<td>Roads</td>
<td>Annual</td>
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<td>Amount of use of short stay parking</td>
<td>Consider demand for public transport</td>
<td>Roads</td>
<td>Quarterly</td>
<td>TBC</td>
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<td>Crime stats</td>
<td>Publish existing data</td>
<td>Police</td>
<td>Quarterly</td>
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<td>Housing provision</td>
<td>Publish stats regarding tenure make up and demand</td>
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<td>Waste resources</td>
<td>Current arrangements – how can they be improved/used better?</td>
<td>Waste Mgmt (LA)</td>
<td>Two Yearly</td>
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<td>Water resources</td>
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<td>Scottish Water</td>
<td>Two Yearly</td>
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<td>Twp Yearly</td>
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<td>Built heritage</td>
<td>Identify no. of listed building at risk and any saved.</td>
<td>Planning</td>
<td>Annual</td>
<td>TBC</td>
<td>TBC</td>
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</tbody>
</table>

Sources: SUSSET Toolkit – Whole Town Strategy; SPP8, Town Centres and Retailing; Rediscovering Dumbarton, Dumbarton Town Centre Action Plan, 2001
KPIs have been drawn from the SUSSET Toolkit, SPP8 and an existing Town Centre Action Plan. The source column in the table suggests the department within a local authority/police/community health partnership etc. that could undertake this work.