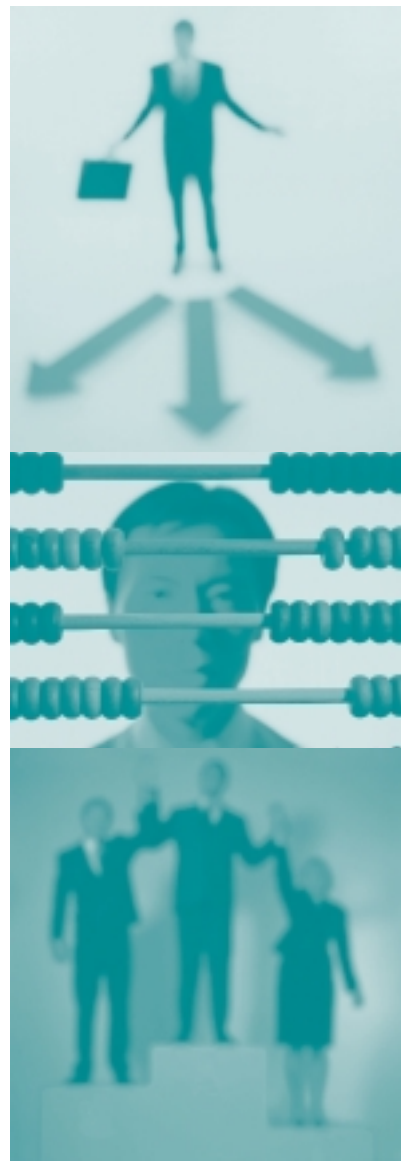




Getting it Right – A Good Practice Guide to Successful Town Centre Management Initiatives



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Introduction



**TCM STRATEGY
AND VISION**



**PARTNERSHIP
STRUCTURE**



**BUSINESS &
ACTION PLAN**



FUNDING



**KEY PERFORMANCE
INDICATORS**

This is a practical guide to setting up and evaluating a successful town centre management initiative. It arises from 'The Set Up and Validation Research Project' a three-year study programme managed by the Association of Town Centre Management (ATCM) and supported by the Department of the Environment, Transport and the Regions (DETR) and Boots The Chemists.

The research project assessed the methods employed by forty-four town centre management initiatives in different environments and at different stages of evolution, in order to identify and develop widely relevant examples of good practice. The information gathered has already contributed to the formation of government policy, assisted the establishment of several new initiatives and helped to build a more positive climate for town centre management generally. This document comprises a distillation of the knowledge gained and lessons learned during the research into setting up and evaluating town centre management initiatives. It is the fourth in a series of ATCM guides, which also includes *Developing Structures to Deliver Town Centre Management*, *A New Town Centre Manager's Survival Kit* and *Key Performance Indicators*.

The guide is laid out in two easy-to-use parts:

- **An Outline of Set Up and Evaluation.** A brief description of the core elements in the lifecycle of a successful town centre management initiative, an explanation of the set up and evaluation processes, and guidance on when, why, how and by whom the processes should be undertaken.
- **Implementing Set Up and Validation.** Specific examples of good practice and detailed checklists for setting up and validating each of the core elements of successful town centre management initiatives: Strategy and Vision, Partnership Structure, Business and Action Plans, Funding, and Key Performance Indicators.

The aim is not to impose standard rules, but to help towns and cities achieve good practice solutions to the issues and challenges of their unique environments, based on a very wide variety of experience in similar circumstances.

An outline of Set Up and Evaluation

Principles

The management of town and city centres is the management of change. In the information age, it is the management of rapid change. By definition, town centres are focal points for commercial, cultural and social life and continual change is an inevitable and necessary condition of their ability to serve these evolving forces. To do so in a world of instant communication, hypermobility and virtual locations means to balance the sense of identity and community that people value, with competitiveness in the new global economy.

These attributes occur neither overnight nor by accident. Town centre management (TCM) develops them by creating partnerships of shared resources, ideas and commitment that unite and benefit all stakeholders, taking an holistic approach to traditional public and private sector divisions as well as involving the less influential. In doing so, it aims to build environments that are healthy, sustainable and socially inclusive, recognising that the unique character of individual towns and cities demands local, rather than generic, solutions.

Objectives

TCM partnerships create networks that allow people and organisations to meet their objectives in ways that benefit the whole. They seek to:

- Organise mutually supportive working links between businesses, service providers, the public and voluntary sectors, and the community at large.
- Create a shared vision of the town's identity, function, market niche and image that meets the needs of the people it serves.
- Design an effective business plan and a programme of projects endorsed and funded by the partners that are achievable year by year and in the medium- to long-term.
- Develop the life of town centres for users and investors alike.
- Improve management of the public realm, so that towns are clean, safe and accessible to all.
- Help towns and cities to understand, achieve and retain a competitive edge.
- Develop projects that enhance the environment, access, car parking, signage, security, inward investment, business, marketing, customer care and attractions.

Core Elements

Although partnerships differ in their composition and detailed methods of operation, five core elements have been identified as essential to their establishment (set up) and continued management. These five elements comprise the foundation stones for the development and continued evaluation of effective TCM, which all partnerships must address.

The elements are:



1. TCM Strategy and Vision.



4. Funding.



2. Partnership Structure.

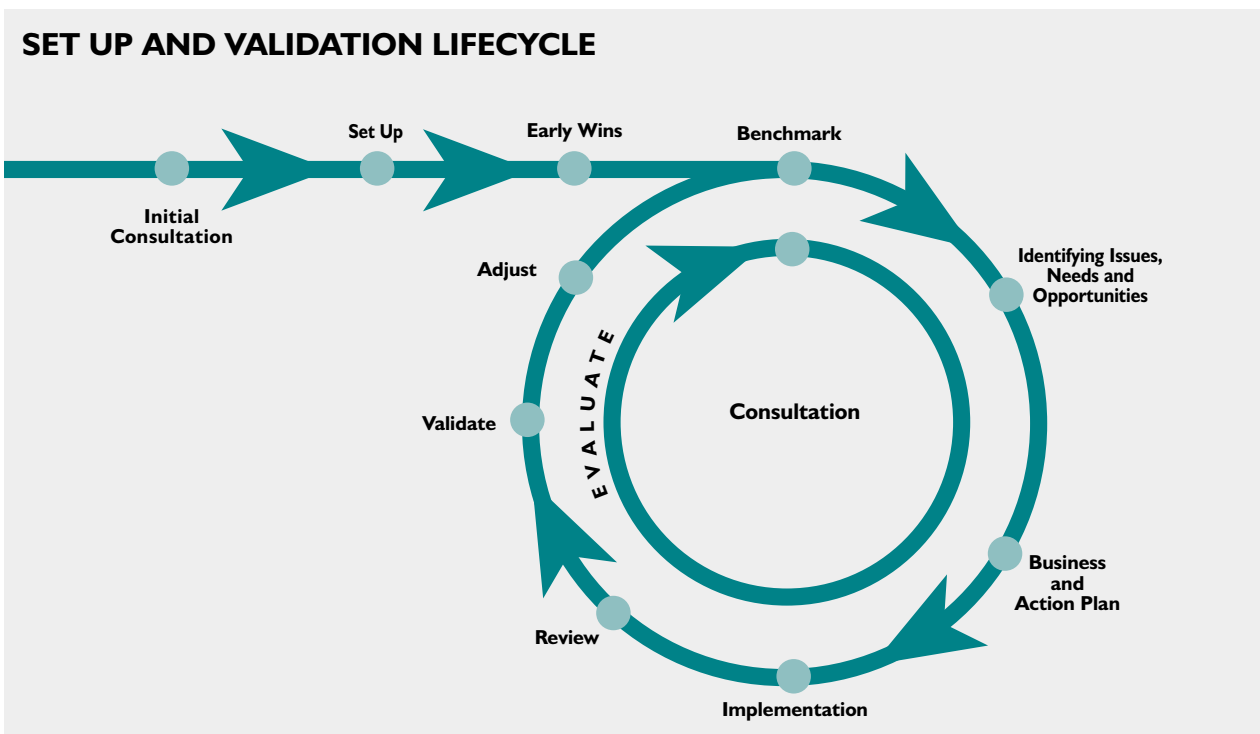


5. Key Performance Indicators.



3. Business and Action Plans.

The experience of practitioners around the country is that aspects of each of these core issues must be addressed and re-addressed throughout the TCM lifecycle shown in the illustration. Getting it right at the start can make the difference between a successful initiative and a greatly limited one, not least in the ability to accurately monitor progress. The diversity of interests and issues represented by TCM is such that review and analysis assumes fundamental importance.



Setting Up

What? The term set up describes the process that establishes a formal co-ordinating focus for all town centre interests, following an acceptance that no single group or sector can do so alone.

When? The timing will vary. In most towns, the local authority or other groups may already be addressing individual issues and the formal set up happens when a cross-sector approach is identified as a better way to revitalise or regenerate the centre and make it work more effectively.

Why? A well-managed set up process is an important prerequisite to creating a successful, credible and high profile partnership, capable of attracting sustainable funding and developing achievable projects.

How? Well-managed means addressing the five core elements of partnership. The sequence in which the core issues are addressed may vary, since work might already have been done in some areas during the pre-set up period. A transparent approach that engenders mutual trust between all the stakeholders is crucial, irrespective of the chosen sequence. The process must be documented to demonstrate to new stakeholders who join subsequently that the development process included broad consultation and attention to cross-sector interests.

Who? All key stakeholders must be committed to the set up process and confident in the person or group chosen to conduct it. Set up may be undertaken by:

- An officer of the local authority.
- A cross-sector working group of stakeholders.
- A Chamber of Commerce or other business forum.
- An independent TCM consultant.
- A combination of one or more of these options.

Where a good relationship exists between local government and business, a working group may be an appropriate choice, with the local authority exercising a central co-ordinating function. In other circumstances, an independent body may be advisable. The independent approach might serve to indicate autonomy and help to attract funding for the initiative.

Evaluating and Validating

What? Evaluation describes the process of analysing and reviewing the progress of a TCM initiative to enable appropriate changes and achieve good practice. It should be seen as a continuous or regular 'Healthcheck' that explores current progress, individual projects, outstanding issues and future potential. Validation describes the assessment of the TCM initiative's work against specific elements of its agreed vision, strategy and objectives. It is a more detailed form of evaluation that should take place every three to five years, possibly as part of an overall review of the business plan.

Both forms of evaluation aim to ensure that the aspirations of stakeholders are being met and to determine whether new stakeholders should become involved. They assess the sustainability of funding and delivery and recommend progress. The word evaluation is used in this guide to mean the complete process of review and analysis, except where specific information is given on validation. In reality, the two terms describe mutually complementary processes. Validation checklists, for example, may also add value to the ongoing 'Healthcheck.'

Why? TCM is an organic pursuit whose structure and activities take time to mature. Evaluation lends flexibility by enabling periodic checks to review change, which reflect improving relationships between the stakeholders, the increasing ability to estimate time frames and the town centre's evolving profile. It enables benchmarking against elements of good practice to highlight advances in efficiency and deliverability, such that enhance the centre's competitive edge.

When? Different local factors make it impossible to prescribe the exact timing of evaluation measures, but as a general rule it should be undertaken at key points in the life of the TCM initiative.

The regular 'Healthcheck,' should be undertaken:

- As part of the development of each annual action plan.
- As a regular formal review, according to the relevant provisions of the action or business plan.
- Whenever the initiative encounters obstacles to the successful implementation of projects.

Experience suggests that an in-depth validation adds most value to partnerships that have existed for three to five years. It might be conducted:

- When issues arise that affect the initiative's funding or sustainability.
- When the need to involve new stakeholders or sectors is identified.
- When it becomes necessary to examine new partnership models.
- When a new direction for the initiative needs to be considered.
- When primary objectives have been achieved.
- When a new agency such as an SRB partnership is formed locally.

How? The regular 'Healthcheck' will examine progress in each of the initiative's five core elements, as a means of reviewing and developing the action plan. In-depth validation will explore the wider context of TCM as it relates to the town centre strategy and the 3 to 5 year business plan. A clear understanding of the partnership's history is an important requirement that will help evaluations to identify instances of previous experience influencing current practice.

Evaluation needs to look at the history of TCM and its current partnership and funding structures, as well as progress in specific projects. It should also consider the role and status of TCM in relation to other local initiatives, its profile in the town centre and in local

government, and the need for new projects or stakeholders. The process should include a review of literature produced by the partnership itself, the local authority and other groups with an interest in town centre issues.

Personal interviews should be used to understand the different perceptions of TCM, identify the need to recruit additional expertise or address new issues, and assess the future availability of funding. Interviewees should include:

- The town centre manager.
- The town centre manager's immediate superior.
- The TCM partnership's Chairman.
- A representative of the local authority.
- Private sector members of the partnership.
- Other stakeholders, including a community representative.

Evaluation will add value only with prior agreement by the partnership's board to support the process and its potential outcomes by a formal review of its recommendations. On that basis, the evaluator should report in writing to the board, relevant groups and local authority departments.

Who? Evaluations may be undertaken by a number of different people and each TCM initiative must decide which approach is most appropriate to its circumstances. ATCM will advise on this issue, if required. The decision is identical in principle to choosing who will conduct the initial set up process. Prime factors are that the evaluation is seen to be objective and constructive and that interviewees feel able to speak freely. Depending on local needs, the necessary perception may be satisfied by a cross-sector group of partnership members or by the use of a consultant, although whoever conducts the task should work closely with a small internal working group to ensure ownership of the process and its outcomes.

Summary

Both set up and evaluation are fundamentally interlinked activities. They must centre on the five core elements of successful town centre management. Without this fundamental structure, it will be difficult to measure effectiveness. Key aspects of good practice may be used as the basis upon which to judge progress and these are discussed in more detail in the next part of this guide.

Implementing Set Up and Validation

Outline

This part of the report identifies aspects of good practice that may be used to assess progress in the five key elements of TCM. It describes good practice in each of the five areas, and then provides checklists by which they may be set up and validated. Some of the processes outlined in the checklists may already have been undertaken and it is important that the results of any such work are incorporated. The checklists highlight the steps necessary to set up and validate TCM and indicate essential components of each step, which may be carried out separately or concurrently.

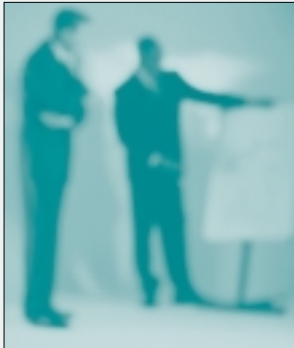
Essentials of Good Practice

Both set up and evaluation must work to build and maintain TCM initiatives based on good practice, including a focus on:

- | | |
|---|---------------------------------|
| ● A clear strategy, shared by all stakeholders. | ● Matched funding and leverage. |
| ● Robust partnerships. | ● Consultation. |
| ● Strong projects. | ● Outputs. |

'Town Centre Partnerships – A Survey of Good Practice,' published in 1997 by ATCM and DETR, describes basic requirements for the development of a successful TCM initiative, which should be considered throughout set up and evaluation. They include:

- Local authorities must be clearly committed to playing a leading role and commitment must be shared at senior officer and political level.
- A shared vision and a clear strategy are required.
- Early wins and a budget to tackle basic concerns must be demonstrated.
- The need to build trust across sectors.
- A structure that evolves over time.
- The importance of building a track record.



1. *Strategy and Vision*

Key Aspects of Good Practice. A shared vision is an essential component in finding the common ground necessary for all stakeholders to give their fullest commitment to the objectives of TCM.

- The development of strategy and vision is an active process that must involve representatives of cross-sector interests to agree and co-ordinate perceptions and aspirations for the town centre.
- The strategy should support a coherent approach to managing agreed aspects of the centre in ways that accord with the overall direction for the town contained in the local authority's Local Plan.
- The concept of shared vision should mean a plan for the whole town centre that deals with issues common to all interests.
- Although one person may act as an originator or catalyst, ideas must be tested within the partnership as a whole to develop ownership and plans for implementation. Consultation mechanisms must be developed that enable all groups to contribute to decision making.
- Consultation should be seen as a continuing process, a means of evaluating the performance of individual projects and TCM as a whole.
- Partners need not contribute equally in skills, commitment or resources but they must possess a mutual trust, based on the recognition that effective change comes from a combination of small efforts.
- Town Centre Forums may be employed once or twice a year, as appropriate, to give a wider group of town centre users the opportunity to respond to TCM progress.
- All those supporting and implementing the new vision must be given appropriate recognition.
- A document providing results of the strategy could be published to allow maximum consultation as well as being used as a marketing tool to attract other stakeholders.



Set Up Checklist. In developing a strategy and vision, the set up process involves four main areas of activity:

Identify who should be Involved

- Generate and raise awareness by contacting members of the public, private and community sectors with an interest in the town centre.
- Approach organisations with national expertise in TCM for advice and assistance, including the ATCM and town centre champions such as Marks & Spencer, Boots The Chemists and Sainsbury's.
- Make initial contact with the local authority at Chief Executive level, then with the departments most likely to be involved with TCM projects, such as planning or economic development. It may be necessary to contact both district and county authorities.
- Identify key 'players' in the town by reference to the following list of examples:
 - Large retailers
 - Independent retailers
 - Chambers of Commerce and Trade
 - Street and Shopping Centre Associations
 - Property owners and managing agents
 - Property investors and developers
 - Service providers
 - Car park operators
 - Public transport providers and taxi operators
 - Hoteliers Associations and publicans
 - Major tourist venues and Tourism Boards
 - Universities and colleges
 - Health services
 - Financial services
 - Market traders and operators
 - Leisure operators
 - Restaurateurs
 - Police
 - Major local employers
 - Local press editors and radio producers
 - Telephone and cable companies
 - Government agencies such as TECs and their equivalent
 - Community groups such as churches, Housing and Residents' Associations



- Unitary Authority
- County Council
- District or Borough Council
- Town Council

Review Past and Present Information

- To add value TCM must understand the town centre strategy, which involves a review of past and present documentation, including the Local Plan, transport strategies, crime and safety strategies, development proposals, shopping surveys and local demographics.
- It is important for TCM objectives to complement any plans currently in place for the town centre and the review should include previous research in these areas.
- Undertake a SWOT (Strengths, weaknesses, opportunities and strengths) analysis of the centre to identify key local issues that TCM might address.

Hold a Visioning Exercise

- A 'visioning' exercise with town centre stakeholders will help to identify the key issues of interest to different sectors, encourage understanding of individual perspectives and enhance cross-sector communication. It will also start to prioritise what needs to be achieved.
- The careful management of stakeholders' aspirations for the town is crucial to an appreciation of what are achievable, time frames and required inputs.
- Involving stakeholders at an early stage increases the likelihood of securing their participation and sense of ownership and may lead to the emergence of champions who will join the steering group.
- Use the exercise to introduce a guest speaker such as a town centre manager to share evidence of achievement by other initiatives.

Agree Clear Objectives

- Use the town centre issues identified during the review and visioning stages to set clear TCM objectives.
- Choose objectives that reflect the need for TCM to add value to other work being undertaken in the centre.
- Ensure that the objectives contribute to achieving a clear vision and enjoy the agreement of cross-sector stakeholders.



Validation Checklist. Evaluation assesses whether TCM is working to a clear strategy and vision by reviewing relevant documents and conducting one-to-one interviews with key partners.

The review of documentation will include:

- The TCM Vision Statement.
- The TCM Management Strategy.
- The local authority's town centre strategy.
- Other strategic local authority documentation, such as the transport plan, Local Plan, and crime and disorder strategy.

The interview process should include asking the following questions of key stakeholders:

- What is the TCM strategy and vision?
- Is the current strategy and vision appropriate for TCM in this town?
- Is the strategy and vision endorsed by the local authority?
- Is the strategy and vision endorsed by the town's retail and business interests?
- Is the strategy and vision supported by the local community?
- Could a more focused strategy and vision statement be prepared, or could it be added to?
- Can any new partners be identified who could contribute to the strategy and vision?
- Are current methods of communication effective in keeping all stakeholders informed on a continuing basis?



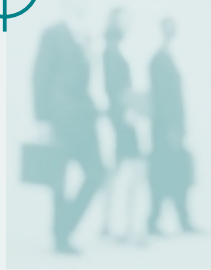
2. Partnership Structure

Key Aspects of Good Practice. To be successful, TCM must comprise a genuine, robust and stable partnership between the public, private and community sectors. Structures may vary according to the views of the stakeholders, the lead body involved and the nature of the agreed objectives. ‘*Developing Structures to Deliver Town Centre Management*,’ published in 1996 by ATCM, outlines a range of possible structures under three main categories of local authority led partnerships, ad hoc cross-sector partnerships, and companies limited by guarantee.

- The partnership must have clear terms of reference and working objectives that define its responsibilities and relationships with different working groups and forums.
- The partnership’s board, ideally comprising 8 to 12 members, must represent a range of town centre interests to ensure balance by avoiding the dominance of a particular view.
- Board meetings should be structured to ensure the most complete representation, by allowing each representative the opportunity to raise issues within their own interest groups.
- The partnership must take responsibility for funding and helping to attract inward investment.
- The partnership must work closely with relevant external agencies and sponsors, taking care to preserve its independent status.
- The partnership must have the openness and strength to take majority decisions and prevent the reality or perception of control by any single group.

Structural Conditions Influencing Success

- An acceptance by local government that the centre is a competitive location that benefits the area as a whole.
- A private sector commitment that outstrips the immediate bounds of individual investment to recognise that its value is enhanced by competitiveness of the whole centre.



- Clear and identifiable objectives in specific areas that can be shared by stakeholders.
- Potential for growth or improvement.
- A demonstrable willingness by local government to encourage private leadership.
- Inclusive arrangements that empower all stakeholders.
- A clear strategy and business plan that each stakeholder can support.
- Effective communication with external cross-sector bodies.
- The commitment of all member organisations at senior level.
- Effective individual leadership to champion the partnership and its aims.

Recruiting a Town Centre Manager. The ATCM will provide information and advice on appointing a manager.

- It is important that the partnership is in place before a town centre manager is recruited. Its strategy and vision must be clear and work should have begun on the business plan, in order that the right candidate is chosen with appropriate qualifications.
- The partnership must develop in advance a clear view of the manager's role, based on a realistic expectation of an individual's capacity.
- The partnership must consider how the manager's role may expand over time and ensure that any future requirement for additional support or expertise will be addressed.
- It is important that a means of evaluating the manager's performance is put in place.



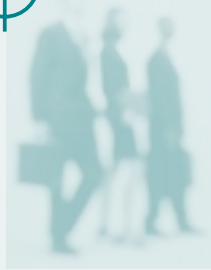
Set Up Checklist. Establishing the partnership's structure involves four main areas of activity.

Hold Open Forums

- A regular open forum should be held to enable key stakeholders to emerge as natural members of the steering group or different working groups, to build endorsement of the TCM through ongoing consultation.

Establish a Steering Group

- TCM must be a working partnership and a good organisation will have a steering group, comprising the key stakeholders and sponsors who will direct the initiative.
- The steering group must have cross-sector representation and not just those who are funding the initiative.
- It should reject the view that its function is simply to control the work of others by operating on the principle that better organisations are not hierarchical in nature.
- The steering group must avoid exclusivity by accommodating new members when appropriate and the constitution should allow for the group to change as the initiative evolves.
- Establish terms of reference for the steering group. Consider the following specimen clauses:
 - To serve as the forum for the TCM initiative by bringing together cross-sector stakeholders in the town centre to work in partnership and co-ordinate their activities towards a common goal.
 - To set the broad direction for the initiative, taking into account the needs of town centre customers, employees, retailers, business interests, freeholders, developers and the local authority.
 - To prepare a shared vision and strategy that is clearly defined and understood.
 - To develop a credible three- to five-year business plan with clear objectives and realistic actions, derived from the vision and strategy and incorporating financial information.
 - To foster a customer care philosophy among all town centre service providers.
 - To co-ordinate the activities of all providers of town centre services.
 - To seek both core and project funding for the furtherance of TCM.
 - To participate in the selection of the town centre manager and other TCM employees.
 - To regularly monitor and review the initiative's progress and monitor competing organisations.
 - To manage the TCM budget.



Form Working Groups

- Working groups should be formed to address specific issues and projects.
- A member of the steering group should sit on each working group to ensure two-way communication.
- Working groups should share equal status with the steering group and maintain cross-group co-ordination.
- Establish terms of reference for the working groups. Consider the following specimen clauses:
 - To support the steering group and the town centre manager in the execution of their roles.
 - To investigate specific town centre issues such as accessibility, security, promotion, transportation, car parking, the environment, events and the evening economy, and to recommend appropriate action to the steering group.
 - To assist in attracting appropriate development, investment and occupiers to the centre.
 - To implement agreed projects.
 - To conduct self-monitoring and seek opportunities for improvement.

Establish Links with Existing Groups

- Where other groups or committees already exist, link them to the TCM initiative through effective liaison or as a working group.
- Relationships with other groups must never be confrontational.



Validation Checklist. The validation should review all literature produced during the set up process, including proposals for the partnership's composition and structure, consultation mechanisms and decision making. It must determine whether the partnership is balanced, inclusive and efficient and effective in consulting and decision making.

The review of documentation will include:

- Minutes and Agendas of meetings including the steering group, working groups and forum meetings.
- Terms of reference.
- Membership documents.
- Annual reports.
- Business plan.

The validation process should ask the following questions of stakeholders:

- Is the current composition of the Board able to deliver the agreed vision?
- Which new partners would add value to TCM?
- Is it possible to increase the consultation network?
- Will the current structure attract the funding required for the future?
- Which aspects of the partnership and its working groups need to be reviewed to ensure future delivery of TCM?
- Would it be appropriate to investigate different partnership models?
- Does the partnership possess the sustainability to become a stand-alone company?
- Do the partnership's criteria need to be reviewed?
- How effective are the working groups?
- Do the working groups need to change or expand?
- Could the working groups become more task-specific?
- Does the local authority support the partnership's decisions?
- Do all stakeholders have an input to the partnership's agenda?
- How are decisions reached?



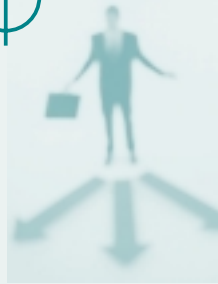
3. *Business and Action Plans*

Key Aspects of Good Practice. The range of stakeholders and their differing contributions must be recognised for a town to achieve competitiveness and the best way to achieve this is for all parties to follow the same well developed business plan.

- The town centre business plan is the working document of the TCM initiative that defines its objectives, arising from the strategy and vision, it's funding and who is involved.
- To be credible, the business plan must outline concisely the ultimate objectives of TCM activity and its financial elements.
- The business plan belongs primarily to the partnership and representatives should therefore write each sector. It is an internal document and need not be designed as a marketing tool.
- The best business plans are short and direct, employing accurate market research, sound financial planning and a strong commitment to success.
- Developing the business plan demands broad consultation to add value and avoid duplicating the efforts of others.
- Business plans have a limited life span, usually three to five years, so time should be allowed for review and revision.
- The business plan should include the following information:
 - Vision. The agreed perception or aim for the town's situation at the end of the plan's lifetime.
 - Aims and Objectives of the TCM Partnership. The means by which the partnership will achieve its vision.
 - Priority Areas. The priority in which the aims and objectives are to be addressed.
 - Timeframes. The timing of projects or phases of projects, including both specific dates and non-specific long-term activities.
 - Agreed Funding. Details of both core and project funding already agreed for the duration of the business plan.
 - Funding Requirements. The funding required for each project, whether or not its provision has been agreed.



- TCM Partners. The key stakeholders in the partnership.
- Funding Partners. Sponsors and other sources of agreed funding for core activities and projects.
- The TCM **action plan**, often part of the business plan, is the practical means by which specific achievable projects, timescales, funding, and participants are defined.
- The action plan should be updated annually.
- It should lie out what projects can realistically be achieved in the timescales.
- The action plan should include the following information covering each of the projects it intends to deliver:
 - Objective Area. One of the objectives identified in the business plan.
 - Project. Description of the task designed to achieve the objective.
 - Date and Timeframe. The start time and duration of the project.
 - Process. The actions needed to complete the project.
 - Key Performance Indicators. The methods by which the effectiveness of the process will be measured.
 - Partners. The key stakeholders involved in the project, whether of providers of funds or other inputs.
 - Funders. The sources and amounts of project funding.
 - Output. Comments about the impact achieved by the project.
- Both the business plan and the action plan must be realistic documents against which the progress of TCM can be managed and evaluated.



Set Up Checklist. Creating the business plan and action plan involves five main areas of activity.

Defining Key Objectives

- Once the TCM strategy has been clarified it is important to define the various objectives that should be pursued. These commonly include transport and access, environment, tourism, marketing, public safety and community initiatives.

The Planning Process

- It is important to identify a number of projects that address challenges in each of the objective areas. This should be a 'long list' of projects developed by the stakeholders to reveal their view of priorities.
- The planning process should be undertaken in a Business Planning Workshop to allow all stakeholders the opportunity to discuss projects in cross-sector groups.
- All stakeholders must have time to consider the list of projects and a three to four week period of deliberation after the workshop may be appropriate before formalising priorities.
- Stakeholders should be encouraged to offer views on the duration of projects, the choice of key partners and sources of funding.
- All stakeholders need to be urged to take a proactive role to develop their ownership of the plans.

Consultation

- The outcome of the business planning process should be the publication of a draft business plan for consultation.
- All stakeholders need to see who was involved in the planning process and what priority was given to the projects.
- Demonstrating that the process was open and inclusive will attract the greatest ownership and show that any disagreement over priorities was approached in a spirit of partnership and compromise.

Reality Check

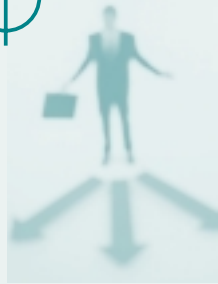
- There is no point including projects that cannot realistically be delivered. A 'reality check' should be conducted for any projects that do not contain the following key elements:
 - Project objectives.
 - Timeframe. There should be a balanced mix of short-, medium-, and long-term projects.



- A delivery body responsible for implementation.
- The role of TCM, if appropriate.
- The role of key partners.
- Funding status and source.
- Performance indicators.

Launch the Business Plan

- Once the draft plan has been agreed by all partners it should be launched publicly to enhance the profile of the plan itself and the TCM initiative in general.
- The launch should be used as an opportunity to promote funding and sponsoring organisations and to attract new contributors and members.
- Projects capable of delivering early wins should be highlighted to boost confidence and participation.



Validation Checklist. The validation should examine closely which projects have been previously selected and successfully implemented.

The review of documentation should include:

- The Business Plan.
- The Action Plan.
- Minutes of Steering and Working Group meetings.
- Individual projects.
- Promotional literature.
- The TCM newsletter.
- Project literature.
- Press clippings.
- Relevant market research.

Stakeholders should be asked the following questions:

- Is there a current business plan detailing actions for the next three to five years?
- Is the business plan a useful document?
- Has an action plan for the current year been identified and costed from within the business plan?
- What are the most and least successful projects and why?
- In which areas can TCM add most value in the future?
- Which sectors have been involved in implementing projects to date?
- Which sectors or partners should be more involved in future?
- How should these sectors be involved?
- Is the initiative dependent on a core group of key players or upon the town centre manager?
- Is there a need to change key stakeholders?



- How can TCM build on its strong projects for the future?
- Is it possible to sell TCM on its past achievements?
- Is it appropriate to revise the current business or action plan?
- What direction should the next business plan take?
- What process should be used to develop a new business plan?



4. Funding

Key Aspects of Good Practice. Several sources of funding exist for TCM, most importantly the public sector and private business, both large and small, all of which need to be fully explored.

- Funding poses a challenge for most town centres and it is important for TCM to be perceived by both the public and private sectors as a cost-effective discipline that adds value with clear objectives and achievable action plans.
- TCM funding can take various forms, including core funding, project funding and funding in kind. Many partnerships currently look to the public sector for their core funding and support individual initiatives through private sector contributions.
- Types of contribution to be sought include money for core activities, goods and services, staff secondments, event sponsorship and the use of appropriate influence.
- TCM must make relevant local authority departments aware of its objectives if public sector support is to be utilised effectively. In particular, the partnership should work to identify unspent funds and explore new ways of doing tasks more efficiently.
- Public sector funding should be sought from existing grant programmes such as the SRB, from Section 106 funding and from resources 'bent in' or allocated from local government departments with town centre responsibilities.
- The key to a well funded TCM initiative is to secure sufficient resources for an initial period of confidence building, during which the partnership may demonstrate its effectiveness.
- Sustainable funding is a key factor in attracting new sources of income. A mix of funding sources is preferable to a single sources, since it reduces the initiative's vulnerability.
- Private sector funding is contingent upon an accurate assessment of business agendas and their relationship to town centre issues. Business refurbishment, expansion or relocation, for example, might provide funding opportunities, especially if TCM activities have the potential to increase profits or reduce costs.
- Businesses have begun to set their own TCM funding criteria and these need to be understood. Broadly, successful partnerships with clear objectives and established methods for measuring performance will attract most support.



- The importance of TCM understanding the aims of public, private and community stakeholders in the short-, medium- and long-term cannot be overemphasised.

Set Up Checklist. Establishing sources of funding involves five main areas of activity.

General Funding

- It is important to establish at an early stage which partners will act as funders.
- Funding must be sustainable and a minimum commitment of three years should be sought.
- TCM should obtain significant core funding from the local authority. To do so, it is important to meet local government criteria by understanding the key objectives of Best Value legislation. (The meaning of Best Value is described in Appendix B).
- It must be clearly understood that the partnership approach prevails in TCM and that funding confers no right to control its direction.

Project Funding

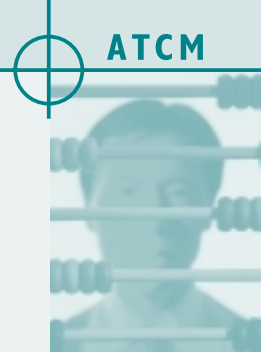
- Project funding may be either general or specific. Ongoing general funding for projects is important to ensure the availability of a running budget.
- General funding for projects is most likely to be provided by traditional supporters of TCM such as national multiples and the local authority.
- Projects with a specific focus should be promoted to potential new sponsors to enable them to see in advance the value of joining the partnership.

In-Kind Funding

- Never underestimate the value of in-kind funding.
- Many organisations that cannot donate cash will be able to provide, time, expertise, staff members, office space or prizes.
- It is important that in-kind sponsors are given proper acknowledgment and promotion.
- In-kind sponsors may become cash sponsors if their initial experience is favourable.

Funder Requirements

- It is important to take the time to understand the official or unofficial funding criteria applied by public and private sector stakeholders. Broadly, they will only become funders if they believe that doing so will add value to their business or interest.
- Work with local managers to achieve results that will benefit both TCM and potential funders.
- Businesses base their funding criteria on fact, research and ongoing monitoring, so apply the same standards to defining projects and raising funds.



Look after Sponsors

- Treat sponsors as partners, not cash cows. Make sure they receive the best possible publicity and suggest other town centre contacts that may be useful to them.
- Consider schemes that add value to businesses, such as membership schemes. Membership schemes provide participants with the chance to receive different pieces of information including data on KPIs, being part of radio link or a security initiative, regular updates and a chance to advertise in certain journals.
- Follow up each project with an assessment form to generate sponsor feedback and enable TCM to evaluate its value to the sponsor and identify the need for future changes.
- Always maintain a close dialogue with sponsors and partners before, during and after a project to preserve their interest and involvement.



Validation Checklist. The funding validation should focus on the funders and on the types of project that have been successful in attracting ongoing resources.

The documentation review should include:

- Business Plan.
- Project worksheets.
- Media releases.
- Funding applications.
- Promotional material.
- Consultation material.
- Membership schemes.
- Sponsorship Assessment forms.

The validation should ask the following questions of key stakeholders, particularly those that have committed funding to the initiative:

- How sustainable is TCM funding?
- Is agreed core funding in place for the next three years?
- What level of project funding has been committed for the next three years?
- Are funders' main criteria addressed adequately by the present partnership structure and business plan and by future proposals?
- Are the outputs required by funders over the next three years fully understood?
- Does the funding prognosis indicate that TCM is regarded sufficiently seriously?
- Is the business plan realistic, or merely a wish list dependent upon the acquisition of funding?
- Does the funding base need to be increased?
- Have all current sponsorship opportunities been developed fully?
- Do new funding opportunities need to be found?
- Can in-kind sponsorship be further developed?
- Have all relevant external agencies and government departments been approached for funding?
- Is a specialised sponsorship working group needed?
- Is funding available for future training requirements?
- Is funding available to buy in expertise, when required?
- Has the role of TCM being considered in the event that funding is not achieved?



5. Key Performance Indicators

Key Aspects of Good Practice. It is important that the TCM partnership establishes a number of benchmarks (key performance indicators) to determine how the town centre changes over time.

- Key performance indicators (KPIs) should be designed to do two things:
 - measure the performance of the town centre over time.
 - measure the success or failure of TCM.
- The purpose of KPIs is to inform decision making and strategic planning and to monitor the impact of TCM projects.
- ATCM's Good Practice Guide 'Key Performance Indicators,' sets out town centre KPIs under the following headings:

- | | |
|---|---|
| i. Regional Health. | Population demographics.
Employment.
Industrial structure. |
| ii. Town Centre Health. | Retail vacancy.
Retail performance.
Retail sales. |
| iii. Town Centre Progress. | Visits to the town centre.
Car parking.
Public transport.
Crime, safety and security.
Variety of offer.
Public facilities.
Street maintenance and cleanliness.
Facilities for special needs.
Town centre management activity. |
| iv. Optional Town Specific Indicators. | Tourism.
Evening economy. |



Set Up Checklist. Setting up the effective use of KPIs involves four main areas of activity.

Establish KPIs

- For the Town Centre.
- For the TCM Initiative.
- For the Town Centre Manager.

Seek help with delivery.

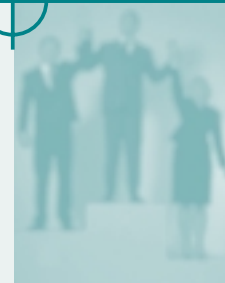
- Establish who collects local data, e.g. shopping centre managers, local authority and the police.
- Involve others in collecting performance data such as footfall, parking and crime figures.

Make use of KPI data.

- Ensure that performance indicators become a useful measure of the town's health.
- Consider how the information can be used to attract investment.
- Demonstrate the benefits of TCM projects by promoting performance data.

Incorporate into the business plan.

- The business plan should include performance indicators for each project to set targets and certain levels of achievement.
- Do not overlook the 'feel good' factor when identifying indicators.



Validation Checklist. The KPI validation should assess how TCM is communicating with stakeholders and measuring progress.

The documentation review should include:

- Minutes and agendas of meetings.
- Business Plan.
- Action Plan.
- KPIs that are in place.
- Promotional literature.
- Media releases.
- Annual reports.
- Progress reports.
- The town centre manager's progress report.
- Monitoring reviews.
- Membership Services.

The validation should ask the following questions of stakeholders:

- Is there a comprehensive set of indicators and measures to assess the effectiveness of TCM, the town centre manager and the initiatives that influence the town centre?
- Would additional indicators improve monitoring of the partnership, the town centre manager and the town centre?
- Should other partners be involved in the collection of performance data?
- Can a non-specific method be developed to collect retail performance data?
- Are performance indicators used to attract funding?
- Are KPIs fed into the business planning process?
- Are key stakeholders kept informed of performance data?
- Are KPIs publicised to a wider group?
- Are KPIs used to set targets?
- Is the town centre manager assessed regularly?
- Is the initiative subject to Best Value assessment? (See Appendix B for a description of Best Value principles).
- How important is the role of KPIs in developing:
 - i. TCM?
 - ii. The town centre?
 - iii. Town centre projects undertaken by other bodies?
 - iv. The town centre manager?

Appendix A – **Glossary of Terms**

Action Plan	A short-term practical plan for implementing the agreed objectives of the business plan that it time and resource focused.
Business Plan	The working document for the TCM partnership, defining the objectives arising from its strategy and vision, and identifying sources of funding and participants.
Best Value	A system of review defined by Section 3 of the Local Government Act 1999 that requires local authorities to continuously improve the economy, efficiency and effectiveness of service delivery.
Community Sector	Residents, interest groups and religious bodies that contribute to the social infrastructure.
Consultation	The process of gathering views to take account of all opinions. A good consultation process shows evidence of its scope.
Core Funding	Income secured to cover the initiative's revenue expenditure.
Delivery Body	An organisation with ultimate responsibility for delivering a project.
Early Wins	Short-term, often high profile, achievements and successes designed to increase confidence in the initiative and secure its future.
Funding	The total resources provided in the form of cash, in-kind contributions and expertise.
Health Check	The audit of a variety of town centre elements to gauge its general viability and vitality.
In-Kind Funding	Contributions other than cash to which a monetary value can be assigned.
Inward Investment	New and additional investment in the town centre and the targeted process of attracting it.

Key Performance Indicators	Benchmarks to measure how the town centre changes over time and in response to specific inputs.
Local Plan	A statutory document that guides the local authority's planning decisions.
Outputs	The measurable results of achieving business plan objectives and delivering action plan projects.
Section 106 Funding	An agreement between a local authority and a planning applicant to fund or contribute to specific local authority projects.
Sponsors	All those investing in the TCM initiative.
SRB	Single Regeneration Budget.
Stakeholders	<p>Those with a statutory, pecuniary or social interest in the town centre. In the context of the TCM initiative, they include:</p> <ul style="list-style-type: none">i. Executive/Steering Group. Key partners involved in decision making.ii. Partnership. Representatives of interests within the town centre.iii. Working/Sub Groups. Specific project groups.iv. Forum. A formal or informal consultation group.
SWOT	The process of identifying and analysing strengths, weaknesses, opportunities and threats.
Vision	A clear statement of what the partnership wants the town centre to become in a specified time period.

Appendix B – **An Overview of Best Value**

An outline of the underlying objectives of Best Value legislation, the use of reviews, performance plans and performance indicators for achieving Best Value and synergies with town centre management.

Essential Principles

Section 3 of the Local Government Act 1999 requires local authorities and others to make formal arrangements to continuously improve the way they work, in terms of economy, efficiency and effectiveness. Known as Best Value, the requirement came into force in England on 1 April 2000, along with a mandatory five-year review of progress. It applies to councils with an annual income of £500,000 or more. The idea behind Best Value is to develop a new way of thinking about every one of an organisation's functions, the principal focus of which is always to improve their outcomes. As part of the government's policy of modernising local democracy, Best Value also changes the rules for monitoring and reporting on service delivery, requiring performance plans and local targets to be measured for publication by national performance indicators.

Objectives. In order to accord with guidelines published by the Department of the Environment, Transport and the Regions (DETR), cost and efficiency targets will have to be consistent with the performance of the top 25% of local authorities over a 5 year period and consistent with achieving an overall efficiency improvement of 2 per cent per annum set for local government as a whole. Best Value is inextricably linked to the government's vision for modernising public services. Its principles include ensuring that:

- 1 public services are responsive to the needs of citizens, rather than the convenience of the service provider
- 2 public services are efficient and of a high quality
- 3 policy making reflects forward-looking and coordinated strategic action, specifically avoiding reaction to short-term pressures
- 4 information technology is used to tailor services to the needs of users
- 5 public services are valued, particularly in relation to addressing under-utilisation by minority groups.

Best Value is designed to deliver these results at local level by developing strategies which view service provision not as an end in itself, but which set it in the context of objectives and vision for the quality of community life in a particular area. The aim is to provide local services that respond quickly and imaginatively to people's needs, which calls for genuine flexibility.

Partnership. Government guidance emphasises the importance of partnerships between local government and the private and voluntary sectors in delivering Best Value. In this respect, it is important to remember that Best Value is as much a management philosophy as a statutory framework. It is intended to be applied flexibly to fulfil its potential for delivering change. Partnership, for example, demands clarity about the contribution expected from each of the partners at different stages of policy development and implementation, as well as new management structures that recognise the challenges and opportunities that arise from working with others. Almost by definition, any temptation to view Best Value as a purely technical device will inhibit such insights. One way to avoid this narrow, technical view is to ensure input from elected members as well as council officers, to the degree that local politicians assume ownership of the outcomes, and, thus, that the outcomes respond to the popular mandate, rather than simply constituting the result of a mechanical process.

Outcomes. The issue of outcomes is central to the concept of Best Value. It should not be confused with measuring performance per se. Performance indicators, for example, are usually geared to measuring how effectively a service is provided, whereas the interests of Best Value extend to challenging the very rationale for the service. In other words, Best Value defines outcomes in terms of communal benefit and questions the belief that an efficient service is necessarily a valuable service. Looking at performance indicators alone runs the risk of providing information on inputs and outputs, but not on the outcomes.

Town Centre Management offers clear potential for enhancing the ability to measure outcomes at local level, using the partnership approach favoured by government. It exists both as a good example of how partnerships of key stakeholders are brought together to deliver outcomes for the success of that town centre and as an established structure for monitoring achievement and analysing problems through consultation. It follows that these existing networks for consultation are well placed to develop Best Value, ensuring that key stakeholders are involved in the process and have ownership of the performance plan.

Lincoln and a number of other Town Centre Management Initiatives are currently working together to establish a common format to develop a way of monitoring and reviewing the performance of their various initiatives. They have developed a format which seeks to measure an initiative by its impact on three distinct outcomes: city centre growth, sustaining viability and position, and, finally, providing a forum. The main areas of work necessary to provide these outcomes have been highlighted under each of these main headings:

- | | |
|------------------|--|
| Grow City Centre | <ul style="list-style-type: none"> - Identify New Opportunities - Promote Investment |
|------------------|--|



- | | |
|------------------------------------|--|
| Sustain the Viability and Position | <ul style="list-style-type: none">- Safety and Security- Improve Environment- Events- Welcome Visitors- Promotion- Accessibility- Support Business- Develop Evening Economy |
| Provide a Forum | <ul style="list-style-type: none">- Communication- Research- Mediate- Raise Issues and Awareness- Publish Strategy Document- Partnership Activity- Administration |

The towns chose some key performance indicators that they could each measure, in order to enable effective comparisons; namely, vacancy rates, car parking figures, trading figures, crime statistics and footfall trends. To develop the system in the most effective way a formula is being developed that takes account of the time put into the project, the cost of the project and the income that the initiative receives. The formula works by calculating cost on the basis of the percentage of overall time and overheads devoted to a particular project and deducting this figure from income to give a project value. The relevant local authority's commitment is worked out simply by dividing its contribution by the project value.

From this simple formula the value of each individual job can be calculated, which helps when reviewing best value in deciding whether a particular project is viable or not. The information will be used as the basis for benchmarking the best value review, together with public consultation and a qualitative report to explain the issues and challenges in more detail.

Variations. Early pilots of Best Value schemes have shown very different experiences in different parts of the UK. Scotland, for example, places greater emphasis on evolving and learning about what actually works than on statutory regulation. Networks of local authorities and COSLA are very active in supporting this approach. Wales has some good examples of Best Value, with 23 Unitary authorities already having carried out pilots. In future, the National Assembly will be taking an increasing role in setting performance indicators.

Best Value Reviews

Section 5 of the Act requires authorities to conduct Best Value Reviews of their various functions. This means they will need to consider:

- 1 whether they should be doing the function at all
- 2 at what level and in which way they should be doing the function
- 3 how their objectives are served by the function.

This fundamental level of assessment relates the function back to the crucial element of outcomes and it is at this stage that performance indicators assume central importance. The authority must then assess their delivery of the function, consult other authorities, commercial businesses and the voluntary sector on how they undertake the same or comparable functions, compare their performance of the function with that of those other organisations, and assess the function's effectiveness in meeting its performance targets.

Method. In conducting the Best Value Review the authority must, then:

- 1 challenge the rationale for the service under review
- 2 compare performance with other authorities, using a range of relevant performance targets
- 3 consult local taxpayers, service users, partners, elected members and the wider business community in the setting of new performance targets
- 4 consider how services are provided and whether, using fair and open competition, they could be done more effectively by another party.

Implementation. Local authorities will not be expected to implement Best Value Reviews for all services immediately. The DETR guidance shows how different types of service might become subject to review on an incremental basis, in order of priority. It gives an example in which services chosen for the first year of reviews are defined as those which are:

- relatively important to the public
- suffering an accurate public perception of poor performance
- relatively high cost
- comprising of a relatively large proportion of all spending
- central to delivering the council's objectives and priorities, and, lastly
- openness to delivery by alternative providers in the marketplace.

One authority developed a scoring matrix to prioritise services for the first year of reviews, each service being scored on a 1-5 scale against the following criteria:

- 1 public satisfaction
- 2 importance to the public

- 3 user satisfaction
- 4 size of budget
- 5 performance, as measured by national indicators and other benchmarks
- 6 cost
- 7 potential for market delivery
- 8 strategic fit with council objectives
- 9 quality accreditation.

All council services have to be reviewed over a five-year period. Local authorities must publish the outcome of Best Value Reviews, as well as their plans for future reviews. How they do so will have to be learnt by experience. It may be that two versions will be needed, so that the information can be communicated effectively to a technical audience and to the general public. Public opinion is a central focus of Best Value. The need for feedback on service provision will require surveys and focus groups and special attention to the views of less vocal elements of the community.

Performance Plans

The achievement of performance plans is the principal means by which an authority will be held to account for the efficiency and effectiveness of its services in delivering its vision for the future. Performance plans aim to add real value by consolidating information on authorities' performance and budgeting across all services. They will also help Best Value authorities to engage with the private sector and others by demonstrating their abilities and intentions as service providers.

Performance plans will show which services the authority will deliver to local people, how it will deliver them, the current level of service delivery, the intended future levels of service, and how and when services will be delivered. The plans will set these intentions in the context of their practical impact on outcomes by including:

- 1 a description of the authority's objectives
- 2 a summary of current performance and a comparison with performance in the previous financial year
- 3 a statement of the authority's approach to efficiency improvement
- 4 a description of the review programme and the key results of completed reviews
- 5 the performance targets set for future years and a plan of action to achieve them
- 6 a statement of how the authority has exercised its duty to consult with local people and other interested parties in drawing up its plans
- 7 a response to audit and inspection reports and a financial statement.

Structure. The government does not intend to specify a precise format for performance plans, but it is working with the Audit Commission, the LGA and the I&DeA to identify good practice in adopting styles amenable to audit. The aim is for published performance plans to balance statutory audit requirements against a general requirement for transparency and accessibility, consistent with government's view of greater accountability to local people. Performance plans clearly offer opportunities for elected members to develop better policy making and reviewing, which itself may tend to accelerate modernisation by challenging received wisdom about service provision and targets.

A particular issue here is whether plans are structured by service or by 'cross-cutting' themes such as social inclusion, racial harassment, domestic violence and regenerating communities. On the whole, public consultation may increase demand for the cross-cutting approach, as people do not generally categorise services on a departmental basis. Such plans are harder to achieve, however, as most data is concentrated in individual services or departments. In the future, Best Value is likely to generate more demand for joined-up service delivery and the need for inter-agency solutions will inevitably force more attention on identifying, monitoring, and reporting on cross-cutting themes, an example of how the legislation might drive, rather than simply enable, modernisation.

Performance Indicators

A number of people have described Best Value as, 'nothing revolutionary – just good management,' and, indeed, the whole concept of providing services that people want at the right price is the essence of good business. The key to good management is good management systems and councils need new methods to respond to the new challenges of Best Value. Performance indicators are becoming powerful tools for making judgements about achievements, priorities and what to scrutinise next. There are four different types of indicators:

- 1 Local indicators, based on internal data such as budgets, audit figures gathered for annual reports or reviews, statistics used for internal monitoring, quality management systems and one-off analyses.
- 2 Comparisons with others, useful for suggesting areas of better or worse performance, subject to the need for qualification with the individual situation.
- 3 Comparisons over time to assess progress and learn from experience.
- 4 Benchmarking. A key tool, capable of operation at a number of different levels, including looking at input and output ratios, processes and functional issue of structure, operations and resources.

Authorities can also set their own local indicators in consultation with service users and others. One local council's draft performance plan, for example, identified eight corporate performance indicators:

- 1 Net cost of all council services per head per annum.
- 2 Percentage of respondents to a questionnaire indicating satisfaction with council services, with a year one target of 60 per cent.

- 3 Percentage of staff working days lost to sickness absence.
- 4 Number of council buildings suitable for the disabled, year one target 2 out of 3.
- 5 Number of rooms in council buildings suitable for the disabled, year one target 12 out of 16.
- 6 Percentage of incoming correspondence answered within 10 working days, year one target 85 per cent.
- 7 Percentage turnout for council elections.
- 7 Number of partnership arrangements involving the council.

Arrangements are being made all over the country to exchange information and experience on benchmarking systems. The audit commission will play an important role in developing guidance and good practice in this area. It has already done considerable work in identifying national performance indicators. In addition, the DETR has commissioned Warwick University Business School and Cardiff University to study the operation of Best Value to identify a specific number of effective performance indicators capable of national application: 124 for London Boroughs and Metropolitan Councils, 105 for County Councils and 64 for District Councils.

A development framework also needs to be put in place to align effective performance indicators to performance plans. Accurate data is a fundamental requirement if council committees are ever to advance beyond their traditional function of debating proposals towards a meaningful role in the development process, in line with the government's aim for elected members to play a part in the Best Value process from an early stage. This is an area where town centre management has an established reputation, employing national service specific performance indicators set by the government and the Audit Commission. Local Authority members are already key stakeholders in town centre partnership arrangements, with an important development role.

Purpose. Although most local authorities have been working with performance indicators in one form or another for a decade or more, many could learn from the town centre management experience of identifying issues, monitoring performance, interpreting results and designing appropriate actions. At present, the use of performance indicators by local government is often an ad hoc process, limited by locally available expertise, which may or may not involve an ability to set standards and targets for the outcomes of services. There is a clear need for local authorities to ask whether they have looked in detail at national performance indicators and how to use them most effectively.

In this respect, the questions that performance indicators need to answer are:

- 1 What is the service really trying to achieve and what do particular figures tell us about what it achieves in practice?
- 2 Are the figures collected in a consistent way over time?
- 3 Do different people use different methods to collect data and is the information Accurate?
- 4 Do other factors affect performance and are comparisons fair?
- 5 Are the figures measuring outcomes, or just inputs and outputs?

Used correctly and consistently, performance indicators can produce several categories of information. They can identify the cost, level and quality of services, help to select and prioritise services for fundamental review, contribute to judgements about performance, and identify possible benchmarking partners. Taken together, they can assist auditors and others to judge whether Best Value is being achieved. Section 15 of the Act gives the Secretary of State wide-ranging powers to intervene if authorities are failing to achieve Best Value.

Further Information. For detailed information about all aspects of Best Value, including performance indicators for all aspects of local authority services, see the DETR's Best Value web pages at:

www.local-regions.detr.gov.uk/bestvalue/bvindex.htm

Appendix C – **Contributors to the Research**

ATCM is grateful to the following towns, cities, districts and boroughs that contributed to the research for this guide.

Alton	Malton and Norton
Angel, Islington	Norwich
Balham	Peterborough
Basingstoke	Putney
Blackpool	Reigate and Banstead
Bolton	Rotherham
Bradford	Scarborough
Brentwood	Shrewsbury
Bromley	Shirley
Camberley	Solihull
Cambridge	Southampton
Clapham Junction	St Anne's
Finchley Road and Swiss Cottage	Stoke on Trent
Fleetwood	Taunton
Godalming	Tooting
Great Yarmouth	Twickenham
Huddersfield	Walsall
Hull	Wandsworth
Kilburn	Warrington
Kingsbury	Wallington
Leyland	Wisbech
Hammersmith and Fulham	Wolverhampton



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