

Framework for Developing Town Plans

Background

Dorset is an attractive county with a variety of coastal and rural environments, some commuter towns and high levels of employment. However, this masks a low wage, lower skilled economy, with an aging population. For Dorset to be successful, it needs to promote economic growth across all its communities. To do this Dorset Council will work in partnership with Town and Parish Councils to celebrate their uniqueness, and support what works well in their areas for their businesses and communities.

The importance of towns is widely acknowledged. Town centres are at the heart of communities, providing a sustainable focus for shopping, business, leisure, services and community life, and shaping the sense of place. Towns have a unique role to play; they offer key elements of economic and social life and provide convenient access to the services that people depend on. It is vital that:

- Market and coastal towns should form the basis of sustainable rural communities:
- Local communities in market and coastal towns and their surrounding countryside have a say in the future of their towns:
- The revitalisation of market and coastal towns improves people's quality of life, provides access to essential services, jobs and goods, and improves the diversity and vitality of rural economies

Whilst some towns are thriving, others have experienced decline in recent years, and it is recognised that each community will require its own, unique solutions to the challenges it faces.

To support the economic growth of its towns and major villages, Dorset Council is setting out a Framework which market and coastal towns can use to construct a detailed Town Plan that identifies how the town will respond to the challenges it faces.

The Framework sets out some guiding principles for Plan preparation and development and provides various forms of supporting information or approaches that can help in development of the document. The Framework is not intended to set out definitively how individual towns might want to approach the development of a Plan, nor to identify local projects or priorities, but rather acts as a good practice guide that if followed will lead to greater Council engagement.

The Framework provides a way of looking at and analysing the factors that contribute to a successful town, such as the town's attractiveness, activeness, and accessibility. The process can appraise the town's level of vitality and viability, showing how lively and busy it is and what is its propensity to attract ongoing investment. It helps local people to identify the economic, environmental and social strengths and weaknesses of their town and surrounding countryside, and to create a vision for the future.

This approach empowers local communities to lead on individual Town plans that are rooted in their own distinctiveness and strengths and build upon community need and priorities.

Framework Approach

Within this document the Council describes a suitable "Framework" and broad conditions for the production of a Town Plan. It sets out a route for the preparation of community based plans for towns and their surrounding parishes.

Within this Framework, consideration is given to a town's function rather than its size. As a non-statutory document there are no defining criteria which stipulate the size of the community that can undertake the Plan. We would however suggest this process is intended for towns and larger villages that contain a good mix of leisure, health and education services, employment opportunities, and shopping facilities, and that serve not only the town's own community but also a larger hinterland of neighbouring, smaller communities.

We hope that the Framework will help local people to identify the strengths and weaknesses of their town and surrounding area and create a vision for the future. Within the context of growth being delivered through the Local Plan, this approach will empower local communities to take the lead on individual Town Plans that are rooted in their own distinctiveness and opportunities and build upon community need and priorities.

The Town Plan can add value by facilitating the collection of data on a wide set of indicators that provides insight into economic, social and environmental factors that play a part in the vitality and vibrancy of the town. We would anticipate that the Plan can provide the foundation for other town strategies perhaps targeting a specific location, or particular set of issues. An outcome of the Plan process should be the development of an action or investment plan for the town, detailing specific actions that need to be undertaken or particular projects for development which can then be used as the basis for subsequent funding bids and for securing external funding.

Asset development and repurposing has a key role to play in supporting regeneration and place making in a town centre setting. Through Dorset Council's Strategic Asset Management Plan, the Council can facilitate the repurposing of town centre assets to support the implementation of Town Plans where they contribute to economic development, resulting in economically viable, vibrant town centres and mixed-use town centre sites. Thereby supporting both service delivery and economic growth, whilst building sustainable and creative communities which support local people and have a range of good quality employment opportunities.

Guiding Principles

We talk above about some Guiding Principles that should be followed by those undertaking development of a Town Plan. As a Council we believe that these principles set out the foundations for a well-developed Town Plan and can allow for further engagement with Dorset Council about the Plan outcomes.

These Guiding Principles are:

- **Support of Town or Parish Council's.** As the local, democratically elected body, Town or Parish Council's should, in the majority of instances, lead the preparation of Town Plan's. In the event that a Town or Parish Council does not want to lead on the development of a Town Plan they may want to offer support to an organisation that does want to undertake a Plan.
- **Proactive for Economic Growth.** Dorset has a productivity gap when set against its nearest neighbours, the wider region, and England as a whole. Dorset Council has recently (June 2025) approved its Economic Growth Strategy which sets out proposals to address productivity and other major economic challenges. Market and Coastal towns can make a vital contribution to bridging that productivity gap and in addressing other issues such as housing affordability and availability, skills shortages, and good employment prospects. Town Plans should be proactively encouraging a growth agenda, and their focus should primarily be of an economic nature, concentrating on priorities and outcomes that can economically benefit the town and its hinterland.

- **Inclusive Development.** Although Town or Parish Council's should lead on Plan preparation, to ensure a Plan has widespread support and ownership it should be developed in partnership with a range of local stakeholders, representative of the broader community including any hinterland. Organisations developing a Plan should consider whether a representative Steering Group should be formed to help oversee the approach, development and approval of the Plan.
- **Community Engagement.** To ensure the final Plan is well evidenced and has broad community support, development of the Plan should include opportunities for all ages and sections of the community to offer their views through comprehensive public engagement.
- **Rooted in Evidence.** Evidence gathering and the use of available data should be integral to Plan development. Being able to understand the economic and social makeup of the community will help with the legitimacy of priorities and projects contained within the Plan. Full use should be made of publicly available information. This can be supplemented with evidence collected specifically for the purpose of developing a Plan and with feedback and engagement from the local community.
- **Deliverability.** We would hope that towns develop Plans that demonstrate strategic ambition and vision backed by evidenced actions and priorities that set out the detail of how this ambition will be achieved. At the same time Plans should be realistic and achievable. This links into the local evidence gathering and community engagement – is there support for priorities and can a flow of logic for the inclusion of particular projects be demonstrated.
- **Conformity.** Plans should take account of existing and emerging Planning Policy. The Local Plan, and neighbourhood plans are strategic, statutory, land use planning documents that go through a formal preparation, consultation and examination process. Town Plans cannot change existing planning policy and any actions or priorities identified within the Town Plan should adhere to planning policy laid out in the relevant planning policy documents.
- **Accessible.** Completed Plans should be clear and easy to follow. It should be easy for anyone viewing the Plan to understand what it is trying to achieve and why the approach has been taken. The Plan doesn't have to be presented in a particular format but there needs to be consideration given to people with specific accessibility needs.
- **Adoption.** The Town and Parish Council's may want to adopt the Town Plan and take on responsibility for its implementation. Steering Group may wish to continue with a role in overseeing the progress of the Town Plan implementation.

If a Plan can demonstrate that it has followed the above Guiding Principles, then this can trigger further engagement with Dorset Council about delivery of the Plan and any accompanying Action Plan. Specifically, these conversations might be around:

- The use of specific council assets to help implement priorities identified within the Plan.
- The delivery or adaptation of Council priorities and projects within the town to help deliver the Town Plan, for example use of Council buildings to deliver Skills hubs, Start Up courses, or business advice sessions.
- Potential inclusion within opportunities to bid for external funds or Council capital funding (this would be subject to further business case development).
- Implementation of joint projects for example highways or public realm improvements, use of open space, or affordable housing developments.

- Question - What else would DAPTC like to realistically see on this agenda?

Steering Group

The work to undertake a Town Plan needs to be inclusive and requires the involvement and commitment from all parts of the community. To achieve this, the process should be led by a Steering Group consisting of people and groups interested in the town. In the majority of instances, we envisage that Town or Parish Council's will be the body leading this process and convening representation from across the community, but this is not prescriptive if the Town or Parish Council do not want to undertake this role.

As outlined in this document we would like to see representative Steering Groups helping to undertake the development of Town Plans. We would imagine that Steering Groups might include a range of local public, community and business groups, although no single group should dominate the Steering Group. Where existing structures exist, opportunities to build upon them should be taken.

Some parts of the community may be more difficult to engage. For instance, local businesses and the private sector can benefit from engagement with the town's Steering group but find allocating suitable time difficult and therefore the inclusion of business clubs, Chambers of Commerce and Business Improvement Districts, where these exist, is recommended.

Similarly, engaging and involving young people may be perceived to be difficult. Working with local schools and youth groups may be a way of achieving this. Wherever possible we would want to see young people represented through the Steering Group, as this work relates to their future.

Steering Groups may wish to encourage participation from people from the surrounding communities around their town. Town Councils should be able to reach out to their neighbouring Parish Councils to encourage them to participate in the Steering Group to represent the hinterland communities using and relying on the town.

Steering Groups may wish to include or create a series of topic groups which concentrate on issues such as transport, skills, mobile communications, town centre enhancements etc, with the topic groups sitting under the main Steering Group. This structure allows the topic groups to concentrate more on the specifics of delivery, leaving the Steering Group to attend to strategy and process. Local people can also air their views on issues of interest to them, without being lost within wider Steering Group discussions. This helps to ensure that local people are involved in the process and have a sense of ownership.

Planning

The planning system has a role to play in supporting and developing successful towns, through influencing the location, form and type of future development. Dorset Council is currently consulting on its Local Plan documents which will set out a strategic planning framework and allocate land uses and required infrastructure.

Many towns will have already conducted the process of completing a Neighbourhood Plan which sets out statutory land use policies, which may relate to the town centre, together with where new houses, workplaces, schools or service buildings should be built. This Town Plan Framework has already laid out a Guiding Principle that Town Plans should take account of both the Local Plan and any existing Neighbourhood Plan. This is to ensure deliverability and uniformity of approach in the development of a Town Plan and can help identify how some of the issues identified in a Neighbourhood Plan can be addressed and delivered.

It is reiterated that the Town Plan is not a land use document and should not be used to allocate new areas of land for development, or challenge existing allocations within the Local Plan or Neighbourhood Plan.

Town Plan Process

How towns construct and determine their own Town Plan is something that only individual Steering Groups can determine and, as with content, the methodology each town follows in producing their Town Plan is likely to be specific to their own circumstances.

However, to give some structure to the approach of developing a Town Plan, in this Framework Dorset Council does set out a process that towns might want to follow or adapt at their own discretion. Other methods of engaging with the community and establishing the needs of the town include SWOT analysis, and Planning for Real. A town may have already produced a Plan, in which case, providing the Guiding Principles and an evidence based approach have been followed, Dorset Council should be able to engage.

The Town Plan Framework approach follows three broad stages:

- Stage 1. **Data Collection.** This is the development of an evidence base that will enable the Steering Group to make informed decisions and aid's legitimacy with the local community.
- Stage 2. **Plan Development.** This draws together conclusions and findings from the data collection stage and articulates a vision or overall objectives, what the Plan is trying to achieve, and key priorities or areas for action.
- Stage 3. **Implementation.** Here Plans should include specific actions that will be taken to make the Plan a reality and details of any groups that will be responsible for ensuring these happen.

Within this Framework we set out a suggested guide to how towns and Steering Groups might want to go about preparing and developing a Town Plan. This is just a guide and is considered one version of the possible structures that could be used to prepare a Town Plan. If individual towns want to take forward an alternative approach, then so long as they confirm with the Guiding Principles set out above, this would be perfectly acceptable.

Stage 1 - Data collection and evidence base

Town Plans provide a valuable source of information about a town and surrounding settlements at any one point in time and help to clarify issues for action.

At the outset it is useful to agree the geographic coverage of the Town Plan. This could be the town centre only, the town, or town and its wider hinterland. A larger area may be harder to resource but is likely to be more inclusive and deliver wider benefits across themes and communities.

In developing the Town Plan there is the need for a robust evidence base to:

- a) demonstrate community support; and to
- b) demonstrate that the Town Plan and any action plan are tackling the issues that are preventing economic growth.

We suggest that the process starts with an appraisal of the town and in appendix 1 we give further details of the type of information that might be collected as part of the appraisal process. For Town Councils and Steering Groups, the benefits of completing an appraisal of the town are that:

- It gives a wholistic assessment of the economic and social state of the town at that point in time and can identify issues, opportunities, and local people's priorities.
- It appraises the existing cultural and heritage assets in a town, that make it attractive and successful. These may be something that the town then wish to focus on enhancing or preserving in one area whilst enabling more fundamental change in another.
- It is a way to engage with local people in the Town Plan exercise and raise the profile of the Steering Group and the town more generally.
- The more closely local people are involved in the Town Plan Framework, the greater their sense of ownership.

Completing an appraisal of the current state of the town will give a firm evidence base on which to build the Town Plan. If appropriate, the process could be reviewed and updated on a regular basis to give a sense of change over time on key issues.

Data Collection Methods

To achieve these results, taking the following steps towards data collection to inform an appraisal may be useful:

- **Desk Top Research** - Desk top research can be completed to provide the critical first step of gathering information for the town. Publicly available demographic data may enable a Steering Group to better understand the social make-up of their community. Dorset Council, or Town Council's might have information available on service or car park usage, larger retailers or businesses might have demographic information based on their customers. There are likely to be numerous sources of information that can help the Steering Group better understand some of the population trends for their town.
- **Surveys** – You might want to conduct a community survey to gain an understanding of the views of both the residents of the town and visitors to the town. Similarly, understanding the views of the town's business community is important. Depending on your town's geography you might want to consider surveying the town centre businesses and those on industrial estates across the town, bear in mind that increasingly businesses can be based at home and might not have a physical location. The survey(s) should ask questions on several different topics and provides respondents and businesses with the opportunity to identify what improvements they would like to see to the town. It's good practice to record the length of time the survey is open for, and the number of responses received, these could be included in an annex at the end of the town's appraisal report together with a summary of the responses.
- **Primary Data**
This relates to information the Steering Group could collect themselves to better inform the appraisal of the town. Examples of data that could be collected using the Steering Group or other volunteers include:
 - **Footfall and Traffic Counts** – To determine levels of usage of the town, key routes around the town, and prominent retail and service locations Steering Groups may wish to conduct footfall and / or traffic counts at various locations within the town / town centre at different times of the day and week.

- **High Street surveys.** This could record the level of vacancy rates, identify streets with particular issues, record the mix and number of different shops, identify multiple or national retailers, and the location of key facilities such as post offices, community facilities, and other footfall drivers.
- **Site Survey** - Site visits should be conducted to gather data and insight about the town. Depending on the site, its current use, and how you see the site contributing to the implementation of the Town Plan you might want to consider a qualitative assessment that covers things like – physical appearance, location and prominence, desirability and marketability for alternative uses, single or multiple ownerships, level of current use or occupancy.

This list is not exhaustive and Town Council's and Steering Groups will have plenty of practical ideas and experience of how to collect together a robust and representative evidence base.

Stage 2 – Plan Development

In this stage Steering Groups begin the construction of the Town Plan proper. Steering Groups should use the information gathered in the Data Collection stage to identify what is most important to the local community, what issues or problems need to be addressed, and what opportunities there are for encouraging change and economic growth.

This work might inform the development of a vision or strategic objective for the town. How towns articulate this will be different but the principle of setting out a general direction and ambition for the town is important to:

- a) enable people not involved with the process, funders for example, to get an idea as to strategic direction and purpose;
- b) to give the local people a sense as to what the ambition of the Town Plan is and how it will make a difference to their lives and community.

Once identified it is important to set out how this vision or direction will be achieved and what are the key areas of improvement that need to be addressed to achieve the vision. This stage should identify the things most important to the local community, show how these have influenced the identification of priority themes, and set out what these priority themes or areas for action might be.

In the context of a Town Plan priority themes will differ for each town but might be examples such as – improvements to the public realm, increased need for affordable housing, provision of increased access to skills, improvements to the High Street, promotion and marketing, encouraging private sector investment, green space and sustainability, or proposals for specific neighbourhoods, industrial estates, or areas of the town centre.

Within each priority theme Steering Groups might want to include a suite of possible projects or interventions that they consider would help address the priority. For example, if the state of the public realm was identified as a priority a suite of projects might feature support to reduce vacant properties, clear and consistent signage and street furniture, higher quality public spaces, improvement to historic buildings etc.

Another way of setting this out that you may want to consider might be based around a hierarchical system of priority themes, objectives, and actions. This might look something like:

1. Identification of priority themes – for example improvements to the town centre

2. Identification of key objectives under this theme – for example reduce the number of vacant shops.
3. Identification of key actions or projects to deliver on the objectives – for example work with landlords to improve the appearance of vacant shops, launch a shop front grant scheme, introduce a town trail to encourage shoppers to visit areas of the town with less footfall.

Importantly, regardless of how the document is structured, someone not familiar with the Town Plan should be easily able to understand how the individual priority theme and projects contribute to the achievement of the overall vision for the town. This is sometime described as “the logic chain” – basically is there a common thread that connects individual projects to the collected evidence base, the priorities, and the overall vision. Funders will often look for this so that they know supporting an individual project is contributing to achieving a wider strategic goal.

For context to those reading the Town Plan, in this Stage you might want to summarise the methodology for collecting the data, including any community consultation exercises, give an overview of the economic, social and community demographics of your town, and detail the Steering Group, its governance and any working groups to demonstrate the partnership working.

You should also think about how visually the Town Plan is communicated and how maps, diagrams, and photographs could be used to get across the ambition and vision of the Town Plan in a clear and logical way.

Stage 3 – Implementation

To give confidence that the Town Plan will be delivered it is important to set out in the Town Plan document how the process will be taken forward, where resources will be directed, and who will be responsible for conducting specific actions or implementing specific projects. Town Steering Groups should consider how this information can be best communicated.

One of the easiest methods is to work up an Action Plan which sets out the individual actions or projects included within the Plan and provides further detail on what these might look like, what outcomes they will seek to generate, who will be the responsible lead body for their implementation, projected cost and funding sources, and other information so that progress towards implementation can be measured and monitored.

Any Action Plan could be included within the detailed work set out in Stage 2, either embedded within the Town Plan itself or as a separate, and updated, document.

Fully engaged stakeholders and individuals can generate ongoing interest in the process. In this section you might want to detail how the Town Plan will be monitored and whether work and progress will be reviewed on a regular basis. This might reasonably be the ongoing role of the Steering Group, in which case setting out the forward implementation and monitoring role would be important.

Lastly, you might want to consider some acknowledgement and thanks to you all as members of the Steering Group. To have reached a stage where you have a published Town Plan will have been the result of considerable time and effort on your behalf, make sure that this, and the work of any volunteers is suitably recorded for everyone to see!!

Support from Dorset Council

We are aware that some Town Councils have either completed or started a similar process as the Town Plan Framework. This has taken a degree of capacity from within the Town Council or via the use of consultants employed by the Town Council.

Unfortunately, Dorset Council cannot offer specific, support to take the Town Plan Framework forward. It is not able to provide any officer support to the towns to produce these documents but will act as a signposting / liaison service between the towns and Council officers, or other stakeholder, public bodies, or partner groups, who can provide specialist or specific information.

Economic Growth & Regeneration Team – Council Officers can act as a liaison and coordination point for town's signposting to individual officers and teams which might have information, such as housing, highways, green space, assets, planning etc.

Community Team – is there anything we can add in here from our community team, can they signpost to community groups, are they undertaking anything with young people, do they have information that might be useful? (Teams Message sent to Service Manager with copy of report.)

Highways and Car Parking Services - Some of the data collection relating to traffic counts and car park usage can be undertaken at a cost by the Transport Data & Studies Team at Dorset Council.

Research & Information - Dorset Council provides data on Towns, [List all area profiles - Dorset Council](#) which includes the geography that has been used to base the data on for the Town. Dorset Council's Research Team may well be able to provide data or statistics on demographics, work and economy as well.

Maps – Data could be provide via [DorsetExplorer](#) using the address data for each town and the layer information shown at the side. **Can we provide training on this?**

Planning and Retail – Information and mapping of the type of retail business in a town can be available from Dorset Council's Planning team along with possibly some mapping information.

Support from DAPTC

Does DAPTC want to add in any support that they might be able to give?

Appendices

Appendix 1 - Example appraisal information

This is examples of what type of information might be included within an appraisal of the town to inform the evidence base.

You may wish to include the following sorts of information and data in various sections of a town appraisal report. It may be useful to establish why and how people might visit the town, and to identify ways in which hinterland communities that do not interact with the town at present might be more actively engaged.

This list is purely indicative, and you may wish to include other topics which are relevant to your town as well.

- **Retail Offering** - This section provides information on the retailers in the town / town centre, including what type of business they are, usually detailed on a map. It could include levels of community and visitor satisfaction, and information of vacant retail/ business units, which you may also wish to show on a map, as this could illustrate any clusters of vacant premises or potential areas for revival / regeneration. You may wish to include quotes and graphs showing the results from the business and community surveys, to illustrate topics relevant to this section.
- **Business Parks** - This section provides information on business park or industrial estates in the town, usually detailed on a map, including what type of business are there. It could include levels of business or customer satisfaction and information of vacant business units, which you may also wish to show on a map, as this could illustrate any clusters of vacant premises or potential areas for revival / regeneration. You may wish to include quotes and graphs showing the results from the business and community surveys, to illustrate topics relevant to this section.
- **Work and Economy** - This section should provide qualitative and quantitative information on the town. Where available, you are encouraged to include statistical information on the town in relation to:
 - employment and income
 - average consumer spend, based on results from the surveys
 - business survey highlights
 - information on commercial property in the town
 - number of recent commercial planning applications
 - information on tourism and visits (see [Visit Dorset | Holidays in Dorset | Official Destination Website](#) webpages)

This section needs to reflect the economic fabric of your town. Therefore, this is not a definitive list and in addition you may wish to include other information which is relevant to your town. This section is likely to include anecdotal evidence, as well as quotes and graphs showing the results from the business and community surveys, to illustrate topics relevant to this.

- **Facilities and Amenities** – The information in this section should reflect the town. You may wish to possibly include a range of maps or diagrams covering some of the following topics, depending upon which ones are relevant for your town:
 - cafés and restaurants
 - evening economy
 - leisure
 - cultural

- public services
- mobile and broadband coverage
- schools and education
- other services.

This is not a definitive list and in addition you may wish to include other information which is relevant to your town. You may wish to include quotes and graphs showing the results from the business and community surveys, to illustrate topics relevant to this section.

- **Public Realm** - The information in this section should reflect your town. You may wish to possibly include a range of maps or diagrams covering some of the following topics, depending upon which ones are relevant for your town:

- town centre environment
- attractiveness of the town
- care and maintenance
- quality and cleanliness of pavements
- historic environment
- cultural and heritage assets
- seating
- public art
- natural (green / blue) space
- play and recreation

This is not a definitive list and in addition you may wish to include other information which is relevant to your town. You may wish to include quotes and graphs showing the results from the business and community surveys, to illustrate topics relevant to this section.

- **Moving Around** – The information in this section should reflect how easy it is to get around your town. You may wish to possibly include a range of maps or diagrams covering some of the following topics, depending upon which ones are relevant for your town:

- getting around the town centre for all modes of travel e.g. walking, cycling, public transport, car
- signage for cars, vans, pedestrians, cyclists
- commercial traffic and deliveries
- cycling and cycle parking
- traffic and parking
- traffic management measures e.g. shared spaces, 20mph zones, one-way streets
- public transport
- public transport routes.

This is not a definitive list and in addition you may wish to include other information which is relevant to your town. You may wish to include quotes and graphs showing the results from the business and community surveys, to illustrate topics relevant to this section.

- **Community** - This section generally provides information largely based on the survey results. In addition, you may wish to use some maps or diagrams if applicable. Examples of the topics which could be covered in this section, include but are not limited to:

- identity and belonging, which asks survey respondents how they feel about the town
- influence and sense of control, which asks about awareness of community groups in the town
- social contact and events, possibly with a map of venues where people can socially interact
- feeling safe
- housing and population information
- when why and how people visit the town

This section needs to reflect the social fabric of your town. Therefore, this is not a definitive list and in addition you may wish to include other information which is relevant to your town. This section is likely to include anecdotal evidence, as well as quotes and graphs showing the results from the business and community surveys, to illustrate topics relevant to this section.

- **Demographic's** – age profile, house prices, skills levels, employment rates etc, anything that can be used to build a profile of the town and its inhabitants – does this present particular opportunities to build upon or weaknesses to address within the Plan
- **Survey Responses** - Summary of the responses received for questions within the business and community surveys, including the highest and lowest scoring topics should be included in this section. A copy of the survey questions, the length of time the surveys are open for, and the number of responses received for both the community survey, and the business survey should be recorded in a separate annex at the end of town appraisal report.

Appendix 2 – Example Action Plan

The action plan that follows on from the appraisal report provides a key focus for the town and is often seen as central to the work that is then undertaken.

The analysis in the town appraisal report, allows you to ascertain what is important for the town, where the areas of opportunity are and what topics may need further work or investigation.

The town may then wish to undertake a SWOT to assist with prioritisation. The SWOT analysis identifies what are the Strengths, Weaknesses, Opportunities and Threats facing the town.



Town's SWOT action
plan checklist.xlsx

With this information it is then possible to start to form an action plan for the town.

The action plan could be set out under the section headings of the town appraisal report, or under different themes, with proposed actions detailed as follows:



Town Action Plan -
template.xlsx

Theme: Economy							
Action No.	Proposed action	Lead Organisation, Lead Officer, others involved	What this will achieve	By when short/ medium/ long	Priority High/ medium/ low	Links to appraisal report	Estimated cost poss funding source

Attached are two examples of this type of action plan:



Ormskirk_MTI_5th_Draft
Action_Plan_May.



Economic Vision
Appendix 2 Action Pla

and

Appendix 3 - Example Survey Questions

These same questions can potentially be used for both the business and community surveys. Please note this is not an exhaustive, nor definitive list of questions.

Using the traffic light system (Red, Amber, Green), or the choices of Good, Neutral and Poor. Please indicate how you would you rate the following elements of your town:

• Traffic flow		• Availability of public facilities e.g. Libraries, Toilets etc	
• Attractiveness of Town Centre		• Range of Events	
• Feeling of Safety at Night		• Market (if applicable)	
• Feeling of Safety During the Day		• Farmer's Market (if applicable)	
• Ease of Getting Around		• Vibrancy During the Evening	
• Variety of Shops		• Vibrancy During the day	
• Quality of Shops		• Pavement Quality	
• Value for Money		• Cleanliness of Pavements	
• Variety of Goods Available		• Signage	
• Standards of Service in Shops		• Areas to Congregate / Gather	
• Choice of Cafes and Restaurants		• Seating	
• Quality of Cafes and Restaurants		• Public Transport Links	
• Choice of Leisure Facilities		• Parking Space Availability – Bicycle	
• Quality of Leisure Facilities		• Parking Space Security - Bicycle	
• Parks / Green Spaces		• Parking Space Availability - Car	
• Play Facilities		• Parking Affordability - Car	
• Availability of training opportunities		• Care and Maintenance of Buildings	
Do you have any other additional comments:			