



After Dark Going for Growth Demonstrate Success

*Managing Performance for Purple Flag
and the Night Time Economy
July 2012*

After Dark: Going for Growth Demonstrate Success
ATCM 2012

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Contents

Purple Flag at a Glance	page 4
1. Managing Performance	page 5
<ul style="list-style-type: none">• Who is this report for?• Purple Flag – a going concern• The four cornerstones of Purple Flag• Why manage performance?	
2. Purple Flag – Our Cause	page 7
<ul style="list-style-type: none">• The starting point• Our vision for better town centres at night• Our mission and strategic priorities	
3. Metrics for Purple Flag and the Night Time Economy	page 9
<ul style="list-style-type: none">• The Purple Flag Metrics Set• 1 Crime and ASB• 2 Alcohol and Health• 3 Composition• 4 Footfall• 5 Perceptions• 6 Volume and Value• 7 Patronage	
4. Purple Flag Places	page 19
<ul style="list-style-type: none">• Purple Flag project lifecycle• Selecting and using performance data• Using key performance indicators• Making it work in Purple Flag places• Purple Flag Metrics and KPI chart• The chart	
5. Purple Flag Campaign	page 24
<ul style="list-style-type: none">• Who is our audience and who do we need to persuade?• How will we demonstrate success?• 1 Getting the message across• 2 Achieving a practical transformation• Summary chart: who does what• Pathfinder programme	

Purple Flag at a Glance

Purple Flag is the national accreditation scheme for better town centres at night. It is moving with the times. It has to. The previously-booming economy has been replaced with recession and decline. The challenge for town centres at night is no longer containment, but sustainable growth. In this climate even maintaining standards will be hard. But to be credible this is just what Purple Flag must demonstrate. Purple Flag places may need to run hard just to stand still! If Purple Flag is to achieve its potential it has to be a programme in which participants stay, grow and succeed. So far Purple Flag has developed processes for entering and judging. We now need to add processes for developing, managing and demonstrating performance over time. Purple Flag is much more than “a competition with flags”. This report shows how its full potential can be realised.

Standing out from the crowd. The Purple Flag programme is distinctive. Our performance management regime needs to reflect this if the programme is to stand out from the crowd. Chapter 2 sets out our vision and mission. It shows what is special about Purple Flag and why it is even more relevant in a time of austerity.

Facts and opinions. The Purple Flag Core Agenda captures the quality of the rounded experience consumers expect from their town centres at night. Assessment is based on subjective but informed judgement. Harder evidence and longitudinal data is needed to demonstrate performance over time. But the sector has been hampered by a lack of performance data. The type of data that is taken for granted during the day is not available for the night. Statistics on current use tend to emphasise the problems rather than strengths and opportunities.

The “knowledge gap”. The Purple Flag Metrics Set has been devised to fill this “knowledge gap”. It comprises seven themes. In chapter 3 we set these out and show how they can be used to monitor, manage and improve the night time economy.

A common concern for success. The remaining chapters take as a starting point that all parties in Purple Flag have a common interest in providing credible evidence of success. Without this why should we be believed? In Chapter 4 we outline

the process that we recommend Purple Flag entrants and holders use in selecting metrics that meet Purple Flag objectives and that also measure up to local priorities. We show how key performance indicators can become a valuable tool in local policy-making, as well as providing credible evidence of success for Purple Flag at your centre.

Purple Flag for growth. Purple Flag research showed that many more people would go out at night if town centres were safer, better managed and offered more choice. In the current climate we can no longer afford to ignore this “missing market”. Without growth future possibilities are limited. As our development programme shows Purple Flag standards, methodologies and metrics are relevant in overcoming barriers to going out, exploiting opportunities for growth and adding value to existing effort.

Purple Flag Campaign. We will take our thinking forward in a campaign designed to raise awareness, change the reality and transform perceptions. In Chapter 5 we set out how this campaign will work – who we need to persuade, what evidence of success we need to gather and how we will use it in promoting the cause. There are two key thrusts: Getting the Message Across and Achieving a Practical Transformation on the Ground. The first requires Purple Flag to take clear steps in raising the profile of the programme and communicating the key messages to a national audience. The second part requires overall conclusions to be drawn from performance data from all entrants and Purple Flag holders. The clear aim and hope is to show that Purple Flag places are performing well - and better than the rest about town centres after dark.

A new pathfinder programme. We will introduce our new performance management regime to Purple Flag this year. Much excellent experimental work has already been done by Purple Flag participants. We recognise however that this will be a learning curve for many. We will therefore launch a programme of pathfinder projects to develop the approach, test out the processes on the ground and create the first set of solid evidence data. Our intention is that this new thinking will be adopted widely as good practice in developing, managing and monitoring the night time economy.

1. Managing Performance

Who is This Report For?

Assessing and measuring performance is at the heart of Purple Flag. This report shows how data can be collected and used by:

- Purple Flag entrants in establishing a clear baseline position
- Purple Flag holders in demonstrating success year on year
- Policy-makers and managers using Purple Flag methodologies to drive up standards and develop their night time economies
- Purple Flag Assessors and Accreditation Panel in making the judgement on whether a centre should gain or retain a Purple Flag
- The Association of Town Centre Management (ATCM), the Purple Flag Board and partners in making the case nationally for town centres, their night time economies and the effectiveness of Purple Flag

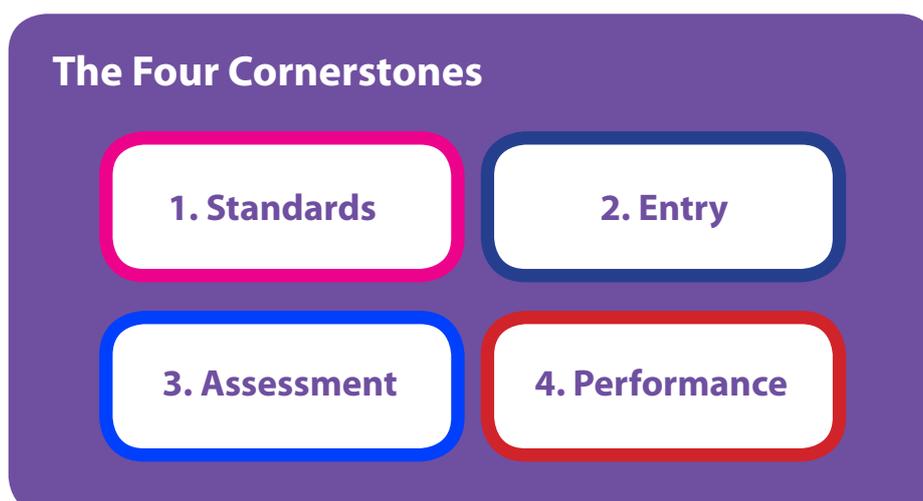
Purple Flag – A Going Concern

Purple Flag is the national accreditation scheme for town centres at night. It is the “gold standard” for night time destinations. Like Blue Flag for beaches, places that meet the standards can fly the Purple Flag for town centres. Around 30 town and city centres have been awarded Purple Flags since the scheme was launched by ATCM in October 2009 (March 2012). Purple Flag is run by the Association of Town Centre Management in partnership with industry, licensees, retailers, central and local government, the police and consumers. It is based on extensive research, market testing, pilot and pathfinder projects. Evidence data will become increasingly important as more and more places gain flags and wish to retain them.

The Four Cornerstones of Purple Flag

These are:

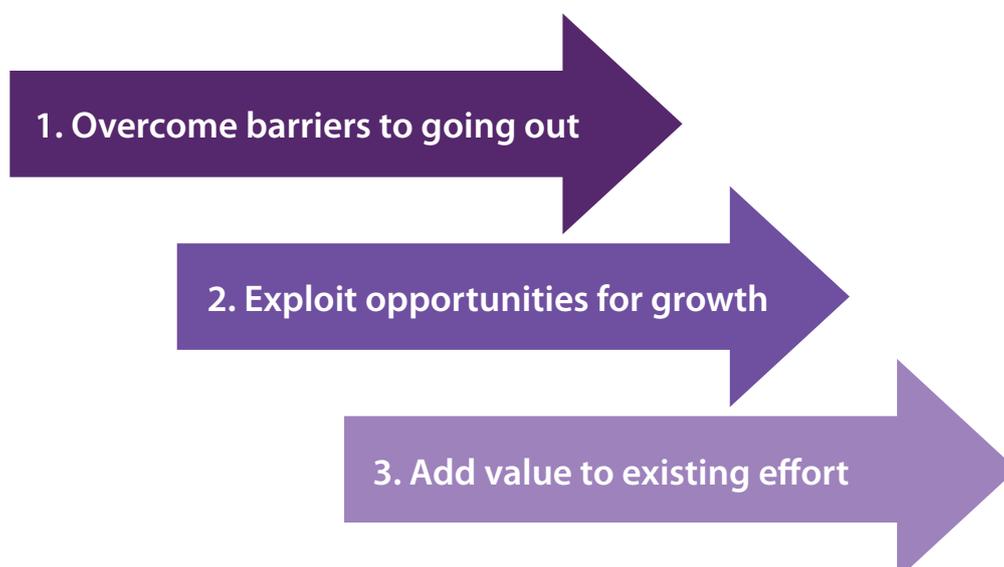
- **Standards.** *The Core Agenda* – the basis for a shared appreciation of what a good night time destination should offer its business and community.
- **Entry Sequence.** *Six Steps to Success* - A collaborative process for taking stock of town centres at night and recognising both strengths and weaknesses.
- **Assessment.** *Assessment Pyramid* - A layered approach to deciding whether to award a Purple Flag – in which local partners create the foundation.
- **Performance.** *Purple Flag Metrics Set* - The dynamics that show whether a centre is maintaining its standard, improving or declining.



Why Manage Performance?

This report outlines the fourth and newest cornerstone – performance management. There are special reasons why this is particularly relevant to Purple Flag now:

- **Reaching our objectives.** Purple Flag has specific objectives and a “campaigning edge” (See Chapter 2). We need the right evidence to show that the programme is progressing towards these objectives.
- **Championing the cause.** ATCM and the programme have a vital role in raising the profile, championing the cause and making the case. This cannot be achieved without evidence of success.
- **Keeping the flag flying.** More centres are gaining accreditation and are therefore being re-assessed each year. We need the evidence to show that standards have been maintained and, if possible, improved upon. In post-recession Britain the status quo is not an option. We have to run hard just to stand still!
- **Retaining support.** Sustaining local and national stakeholder support is vital for continued success. All partners need clear evidence of success if they are to stay committed and supportive.
- **Plugging the Knowledge Gap.** The strategic management of the night time economy has been hampered by a lack of data. In some peoples’ minds “if it can’t be measured it doesn’t exist”
- **Going for growth.** For many centres it is no longer a matter of managing competing pressures. Growth is now the imperative. The metrics described in this report are therefore also intended to support policies for sustainable growth and development. Experience gained from pilots and the Purple Flag Development Programme suggests that there are three interventions in which Purple Flag and performance data can be used practically to support growth initiatives. These are:
 - o Overcoming barriers to going out. Knowing what these are and addressing them successfully is the first step in regenerating the night time economy
 - o Exploiting opportunities for growth. There is a clear opportunity for growth as most town centres at night fail to meet the breadth of consumer aspiration in their catchment
 - o Adding value to existing effort. This may be through partnership and policy-proofing, or by adding a better-defined night time economy strand to existing regeneration policies, programmes and investment.
- **Managing the dynamics.** Success can all too easily tip over into saturation, negative publicity and decline. It makes sense to tackle problems before they become crises. Having and using the right performance data is key to this.
- **Keeping up with the legislation.** At the time of writing consultations are continuing about the proposed Late Night Levy. Discretion may be given to local authorities to reduce the levy in Purple Flag areas. It is reasonable to assume that authorities will require solid evidence of success to justify this.



Three ways of using Purple Flag for renewal and growth

2. Purple Flag – Our Cause

The Starting Point

Purple Flag is the product of three years of detailed research followed by a further three years of pilot and pathfinder projects. It is a distinctive programme and so its performance needs to be assessed against its own goals and objectives. These are described in our vision and mission statements.

Our Vision for Better Town Centres at Night

Our vision results from the initial three years' research programme. (The research findings were presented in full in *NightVision: Town Centres for All*. Civic Trust 2006.)

“Purple Flag centres are clean, safe, vibrant and convivial. They have something for everyone. They are places where everyone should be able to go out at any hour; young and old, male or female, families and children. Town centres should not be “no-go areas” for anyone at any time”.

This vision is supported by an argument arising from the research findings:

- *More people would use town centres at night if they were safer, more accessible and offered more choice*
- *A good mix of clientele can lessen intimidation and improve perceptions*
- *A wider range of attractions and consumers is likely to lead to longer term economic viability.*

Our Vision

“Our vision is of town centres where everyone should be able to go out at any hour – young & old, families & children. Town centres should not be “no-go” areas for anyone at any time”

**Greater safety, accessibility & choice =
increased custom & use**

**A good mix of clientele =
less intimidation & improved perceptions**

**Greater choice & diversity =
long term economic viability**

Our Mission and Strategic Priorities

Purple Flag's mission is simple but ambitious:

Our mission is to transform the experience of visiting town centres at night by raising the standard and broadening the appeal.

There are six practical ways in which the success of Purple Flag may be assessed. Our aim is to create town centres at night with the following features:

1. **Choice and growth.** Too many people are afraid to visit their centres at night. There are many, the "missing market", who would go out if centres were better-managed and offered more choice. More choice can go hand in hand with economic growth
2. **Diversity and mixed-use economies.** Many centres cater predominantly to a narrow consumer market, leading to the issues of crime, anti-social behaviour, alcohol harm and economic decline that we have come to know so well. Purple Flag looks for a more diverse range of outlets and activities that can lead to stronger, healthier economies
3. **Self-regulating centres.** Centres that have to rely on enforcement to keep the peace are not sustainable in the long term. In the current climate of austerity the choice is stark. Purple Flag aims for a successful self-regulating balance of people and activities. "If you can get the right mix of people on the streets at night town centres will police themselves" (Commander O'Brien. Former ACPO Licensing Lead)
4. **Better management for the night.** If town centres are alive at night they need to function efficiently then too. But standards often still lag behind those expected as a matter of course for the day. There are many excellent examples of good practice in managing the evening and night time economy. The Purple Flag approach is that the best should influence the rest.
5. **Knowledge and skills.** The night time economy is the quintessential cross-cutting topic. It is no one's sole responsibility and so it can easily slip through the net. Knowledge, skills, intelligence, partnership and policy-making – all need to be uprated. Purple Flag will strengthen this
6. **Change perceptions.** For want of good news it is often the negative aspects of the night time economy that capture the headlines, to the detriment of all who work, invest and visit town centres at night. Purple Flag aims to counter this with good news of success.

Our Mission

"Our mission is to transform the experience of visiting town centres at night by raising the standard and broadening the appeal"

STRATEGIC PRIORITIES

1. Choice & growth
2. Diversity & mixed use

3. Self-regulating centres
4. Better management

5. Knowledge & skills
6. Change perceptions

3. Metrics for Purple Flag and the Night Time Economy



Purple Flag Metrics Set

The Purple Flag Metrics Set

ATCM wishes to encourage the use of better data in Purple Flag and in managing the night time economy generally. The data should reflect the aims and objectives of Purple Flag and the needs of individual centres. The Purple Flag Metrics Set has seven topics. These are a basis for the selection of key performance indicators, collecting credible data, baselines and health checks, monitoring progress and demonstrating achievement. They have been tested with the help of Purple Flag holders and developed on the advice of the Night Time Economy Metrics Group - a panel of experts assembled by ATCM. They are not intended to be exclusive. They weave a path through Purple Flag’s Core Agenda – the framework used by all participants in the programme to make judgements on standards. The four topics in the shaded rows in the table below are the ones that link most closely to Purple Flag’s strategic aims. ATCM wishes to encourage the use of these in assessing Purple Flag entries and renewals. The first, Crime and Anti-Social Behaviour, is seen as fundamental – a prerequisite for achieving all other aims.

	Theme	Purple Flag Aim
1	Crime & Anti-Social Behaviour	A sustained reduction in night time economy-related crime and disorder
2	Alcohol and Health	Reducing levels of alcohol misuse and harm
3	Composition	Increasing choice and balance of provision for consumers
4	Footfall	Increasing the enjoyment of the centre in the evening and at night
5	Perceptions	More positive perceptions of the centre in the evening and at night
6	Volume and Value	Increasing business prosperity and local benefit
7	Patronage	Widening consumer representation in the centre in the evening and at night

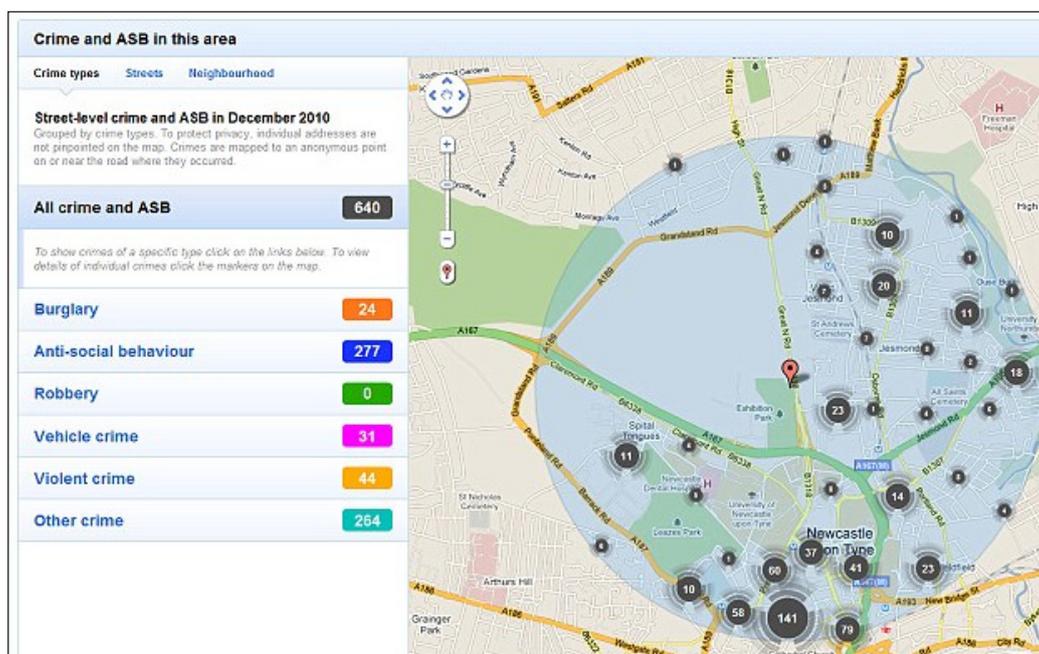
1 CRIME AND ANTI-SOCIAL BEHAVIOUR

A sustained reduction in night time economy-related crime and disorder

- Significance.** Despite all the efforts of the last decade this remains the topic that is uppermost in many peoples’ minds. On 23rd March 2012 the Home Secretary said “Drunken brawls and disorder have made many town centres no-go areas for law-abiding citizens”. She added that each year a million violent crimes are alcohol-related. The achievement of Purple Flag’s other aims depend on significant improvements and improved perceptions. The cuts in public expenditure make this an even greater challenge today.
- Purple Flag Policy.** The Core Agenda features this topic under the first theme: Wellbeing. The Minimum Threshold Standard requires: “Per capita crime and anti-social behaviour rates that are at least average and show an improving trend – taking both residents and visitors into account”. The attributes shown below are particularly relevant

WELLBEING Welcoming, Clean and Safe	
Minimum Threshold. Per capita crime and anti-social behaviour rates that are at least average and show an improving trend – taking both residents and visitors into account.	
1. Safety	<i>Visible, effective policing and active surveillance</i>
3. Regulation	<i>Positive and pro-active licensing and enforcement</i>
5. Partnership	<i>The active involvement of business in driving up standards</i>
6. Perceptions	<i>A valid and positive presentation of the area to customers and investors</i>

- Data & Use.** The availability of data should not be an issue, given the extent of analysis currently carried out by the police and Community Safety Partnerships. Moreover the recently-improved Police Crime Data site (www.police.uk) allows everyone to get to grips with local crime data in England and Wales at the touch of a button. Purple Flag asks for three things: an improving trend, a standard that is at least average and for entrants to factor in visitors as well as residents into any per capita statistics. The way this is done is left to the entrant. Where statistics give out informed professional judgement can take over.



2 ALCOHOL AND HEALTH

Reducing levels of alcohol misuse and harm

- **Significance.** Our original research conclusions set out ten principles for change (NightVision: Town Centres for All 2006). The first was “Embody the community health agenda in policy and transform behavioural norms”. The Government’s Alcohol Strategy was published in March 2012 and said that alcohol is one of the three biggest lifestyle risk factors for disease and death in the UK after smoking and obesity. Alcohol-related harm is now estimated to cost society £21 billion annually. 7% of hospital admissions and 35% of A&E attendees are said to be due to alcohol (Government Alcohol Strategy 2012). Many of the issues are manifested in town centres late at night and Purple Flag expects measures to be in place to address these.
- **Purple Flag Policy.** This topic is included under the Wellbeing theme. Attribute No 2 is relevant.

WELLBEING Welcoming, Clean and Safe	
2. Care	<i>Responsible guardianship, customer care and concern for community health</i>

Under *Potential Evidence* is suggested:

- Presence of capable guardians on street
- Provision for the vulnerable and distressed
- Quality customer care by operators
- Good integration with Local Alcohol Strategy

Potential Outcomes sought are:

- Speedy support for the confused, sick and injured
- Fewer emergency incidents on the street
- Care for the young, under age and others
- Improving levels of alcohol misuse/dependency

- **Data & Use.** Local Alcohol Profiles at primary care level (www.lape.org.uk) are published for England by the North West Public Health Observatory (www.nwph.net). These provide an overview and allow comparisons to be drawn regionally and nationally. There are also public health observatories for Wales, Scotland and Ireland.

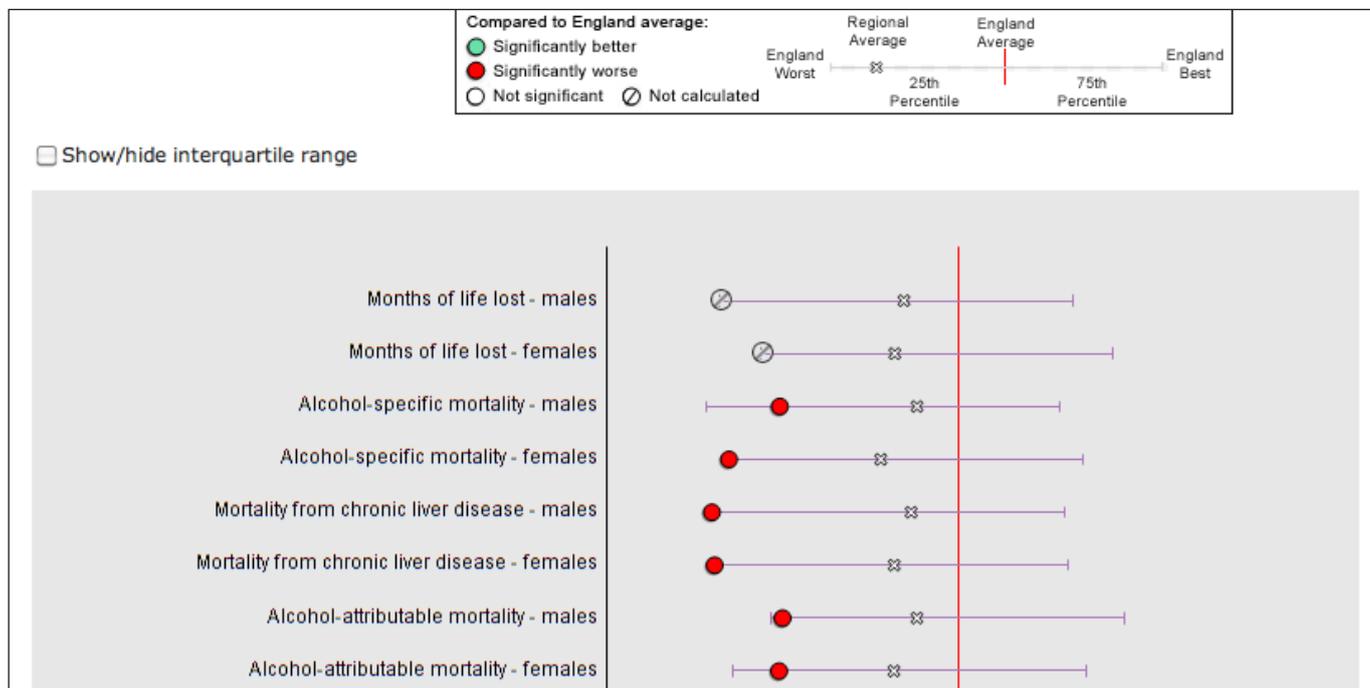
All areas were instructed by the last government to prepare Local Alcohol Strategies to target community safety issues and the health of children and young people. The Government’s Alcohol Strategy 2012 sets out a new policy landscape. From April 2013 local authorities will receive ring-fenced public health grants. They will be supported by Public Health England. Local policy will be determined by Health and Wellbeing Boards, who will prepare Health and Wellbeing Strategies.

The Cardiff Model (www.alcohollearningcentre.org.uk) is an approach developed by the medical profession. It uses an analysis of hospital admissions data to link the sick and injured to specific enumeration districts and even premises.

As part of Nottingham’s Purple Flag renewal submission the entrants selected this metric and defined their key performance indicator as “A & E attendances by 15-34 year olds on any day between midnight and 5 am”. The data was obtained from the Primary Care Trust.

Even relatively simple initiatives can be successful. In Bangor, Northern Ireland, a reduction in the

number of ambulance call-outs at night logged by the CCTV control centre was used to show an improving trend year on year.



Excerpt from an Alcohol Treatment Table. North West Public Health Observatory

3 COMPOSITION

An increasing choice and balance of provision for consumers

- Significance.** At the beginning of the century policy-makers sought to create the kind of relaxed café culture that is sometimes seen on the continent. The current political view is that this experiment has largely failed and that many centres at night are still dominated by a very limited offer, targeting a narrow age range and market sector (“The vibrant café culture, much promised by the previous Government’s Licensing Act, failed to materialise” Government Alcohol Strategy 2012). At the time there was a school of thought that youth-oriented clubs and bars should be concentrated in specific streets, where control could be maintained. But the close proximity of same-type venues can itself be a major cause of mayhem at night. Our NightVision research demonstrated that consumers generally were looking for greater choice, more variety and a wider offer. Recent consumer research by Mintel (Leisure Review UK 2011) supports this. More people say they go to restaurants and eat out than go drinking in pubs and bars. The number that say they visit nightclubs is hugely exceeded by those who say they visit the cinema, cultural venues, concerts and festivals, theatre etc.
- Purple Flag Policy.** The aim is to provide something for everyone and to promote a balanced offer that leads to a self-regulating neighbourhood at night, where natural surveillance can play a role alongside policing and security. For Purple Flag business growth and prosperity can go hand in hand with greater diversity. The Purple Flag Theme that deals principally with this is Appeal – A Vibrant Choice and a Rich Mix of Entertainment and Activity. All six Attributes are relevant.

APPEAL A Vibrant Choice and a Rich Mix of Entertainment and Activity	
Minimum Threshold: <i>An evening and late night offer that is broader than youth-oriented and alcohol-based activity</i>	
1. Food and Dining	<i>A choice of eating venues and a commitment to good food</i>
2. Pubs and Bars	<i>Well-managed venues, to meet varied tastes, and offering more than just alcoholic beverages</i>
3. Late Night Venues	<i>A late-night offer that complements the diverse appeal of the centre as a whole</i>
4. Early Evening Activity	<i>An active early evening period, including late-opening shops</i>
5. Public Buildings	<i>Creative and imaginative use of public/civic buildings in the evening and at night</i>
6. Arts and Culture	<i>A vibrant, inclusive arts and cultural scene</i>

- Data & Use.** A composition analysis is a common basis for policy-making for the day, but it is rare for the night time economy – despite its importance in the overall appeal of most centres. It is important to know how much there is, the breadth and quality of appeal. The subdivision of the former A3 Use Class into A3, 4 and 5 is a step towards greater understanding. ATCM has developed its own classification of night time activities for Purple Flag under twelve headings. Results can be generated quickly from a survey on foot, or by using a GOAD map.

Alcohol-Based Venues	Food Venues	Culture & Entertainment	Retail & Public Buildings
Traditional Pubs	Family Restaurants & Global Cuisine	Theatre, Concert & Dance	Late-opening Shops & Markets
<i>Venue name</i>	<i>Venue name</i>	<i>Venue name</i>	<i>Venue name</i>
Food-led Bars, Café Bars & Branded Food Pubs	Fine-Dining	Cinema, Bingo & Casinos	Late-opening Museum, Art Gallery, Library, Education & Community Venues
<i>Venue name</i>	<i>Venue name</i>	<i>Venue name</i>	<i>Venue name</i>
Nightclubs & Late Venues Targeting Under-25s	Fast Food & Take-aways	Live Performance: Music & Comedy	Sports, Leisure & fitness Venues
<i>Venue name</i>	<i>Venue name</i>	<i>Venue name</i>	<i>Venue name</i>

Purple Flag Classification Chart of Night-time Economy Activities

4 FOOTFALL

Increasing the enjoyment of the centre in the evening and at night

- Significance.** Data on pedestrian flow can show which parts of a centre are most congested and at what times. This can be compared with other information on negative impacts (e.g. crime, disorder, litter, noise etc.) to show where effort should be concentrated. Many centres have already installed footfall cameras to monitor pedestrian flows during the day. The results are usually presented in tables and graphs and are used to assess the peaks and troughs, to manage the public realm and to indicate upward or downward trends in performance; typically on an annual basis. Strangely, it has not been standard practice to produce this data for the night time economy, despite the fact that the equipment is there and is counting passers-by over 24 hours. This is now beginning to change. The usefulness of the results may depend on the number and the location of the cameras, as pedestrian flows can follow quite different patterns at night. Where footfall cameras are installed it makes sense to produce statistics for the time the town centre is active and to use the information strategically to improve the performance of the centre at night.
- Purple Flag Policy.** The aim is that town centres at night should be safe and attractive places to visit and to move around in. Footfall can be one measure of how well this works. The two most relevant Core Agenda Themes are Movement and Place:

MOVEMENT A Secure Pattern of Arrival, Circulation and Departure	
Minimum Threshold. <i>An appropriate form of late-night public transport provision.</i>	
3. Pedestrian Routes	<i>Clear, safe and convenient links within the centre and homewards</i>
4. Crowd Management	<i>Policies to deal with overcrowding, congestion and conflict between moving vehicles and pedestrians</i>
5. Information	<i>Provision of practical information and guidance to town centre users at night</i>

PLACE A Stimulating Destination and a Vital Place	
Minimum Threshold. <i>A diversity of land uses. A convenient, functional and attractive destination at night.</i>	
1. Location	<i>Appropriate location, clustering and capacity of venue types</i>
3. Clarity	<i>Well-designed links and visible signs</i>
4. Animation	<i>Attractive, well-used public places, active streets and building frontages</i>

- Data & Use.** This field tends to be dominated by commercial contractors. For example, ATCM collaborated with Springboard on the development of the Milestone performance measurement and benchmarking service, launched in 2010 for use by town centre managers and others (www.milestoneuk.org). Footfall is one of twenty-two standard data headings. An on-street survey can be an alternative for those unable or unwilling to buy in the equipment and statistical data. Guidance on how to do this will be included in the resource pack which will accompany these guidelines

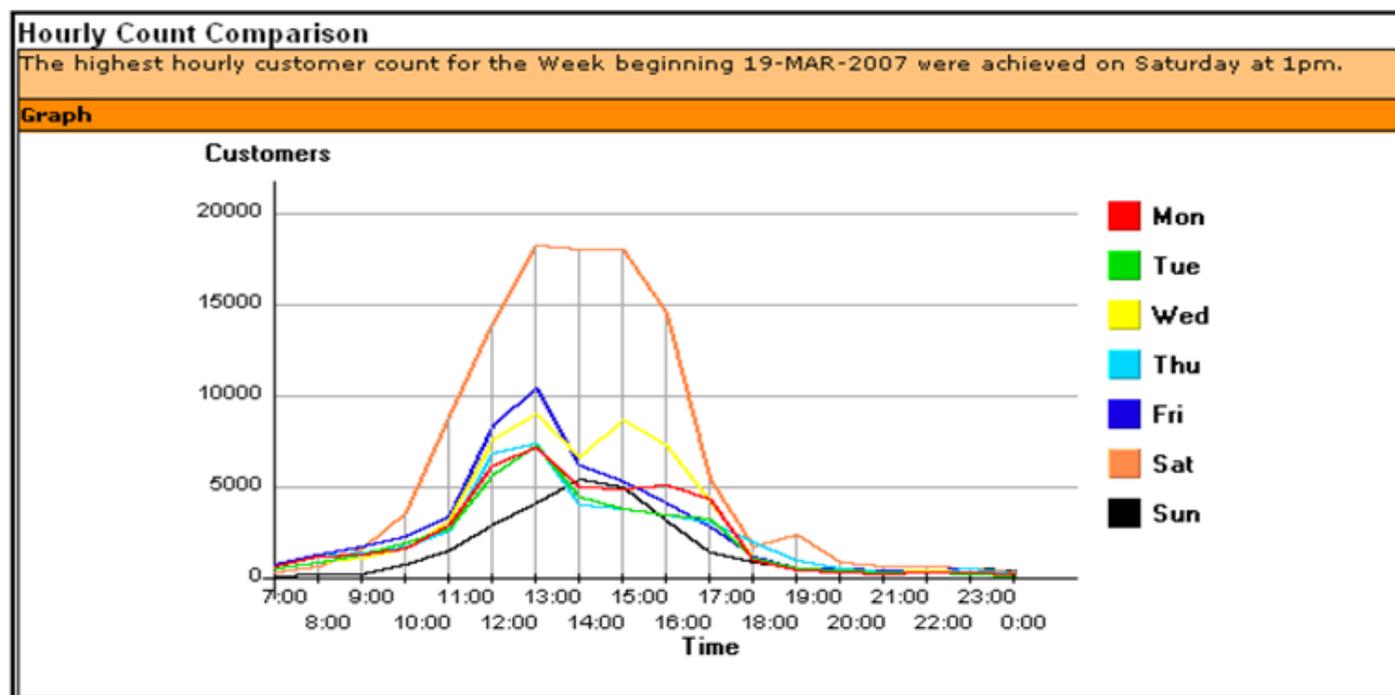


Illustration from a Springboard report

5 PERCEPTIONS

More positive perceptions of the town centre by users

- Significance.** The image of many town centres at night is so negative that it deters many from going out. This is often at variance with the reality. Town centre managers need to have information on who visits their centres at night, as well as those that stay away. They need to know who they are, what their interests are, whether they feel safe at different times of the evening and night, what they think about the quality and attractions, how the centre compares with other destinations and whether they have noticed an improvement or deterioration over, say, the preceding twelve months.
- Purple Flag Policy.** A key strategic aim of Purple Flag is to improve perceptions. The achievement of a flag is an opportunity to put the word out that the centre is clean, safe and convivial – a place to visit rather than to avoid. The topic is all-embracing, so all Core Agenda Themes are relevant. Two Attributes, under Wellbeing and Policy Envelope, are particularly significant:

WELLBEING Welcoming, Clean and Safe	
6. Perceptions	<i>A valid and positive presentation of the area to customers and investors</i>

POLICY ENVELOPE A Clear Aim and a Common Purpose	
1. Data	<i>A sound statistical base for policy-making and action</i>

- Data & Use.** Information on consumer perceptions is regularly collected for the day by on-street surveys, but it is relatively rare after hours, despite the significance of the sector. One difficulty is a practical one – the challenge of collecting data that is going to be at all useful late at night! Surveys carried out by New Horizon Partnership Management Ltd for Derby City Council collected on-street survey data on gender and age, place of origin, main purpose of visit, times and frequency of use, transport, favourite venues, safety and security and competitive performance. ATCM has developed a pro-forma survey form for Metrics 5 and 7: Perceptions and Patronage. This will be available in the Metric Resource Pack.

6 VOLUME AND VALUE

An increase in business prosperity and local benefit

- Significance.** Until recently there has been little or no information collected on the size and value of the night time economy. It has been the “invisible sector” and one known principally as a source of distress rather than an economic engine. In any other sector, e.g. tourism, this would be incredible. Information prepared for the first edition of Nightmix News in 2010 by TBR Ltd and MAKE Associates went some way to filling this “knowledge gap”. It showed that the UK’s night time economy was bigger than people think, producing £66 billion annually and employing nearly 1.3 million people.
- Purple Flag Policy.** Data on this is a key way to track performance in ways business and policy-makers understand, to provide a basis for a proper consideration of the NTE at strategic policy level and for cost and benefits to be balanced. If, as seems to be the case, the sector is undervalued, the costs exaggerated and the benefits under-played, balanced policy-making becomes impossible. For example, in a recent pioneering cost benefit analysis of the night time economy in Sydney the initial findings suggested that the benefits substantially exceeded the costs (Sydney Night Time Economy: Cost Benefit Analysis. TBR and MAKE. November 2011). For Purple Flag the most relevant Theme here is Policy Envelope:

POLICY ENVELOPE A Clear Aim and a Common Purpose	
1. Data	<i>A sound statistical base for policy-making and action</i>
2. Strategy	<i>Positive strategic objectives and targets by all stakeholders</i>

- Data & Use.** There is currently no equivalent of the STEAM model widely used in assessing the scale of the tourism sector – though it is hoped that one will emerge soon (Scarborough Tourism Economic Activity Monitor. Global Tourism Solutions (UK) Ltd). It is hoped the Night Mix Index will be included in the Milestone datasets and be updated on an annual basis. This gives a ranking of night time economies for the major centres and, if continued, will allow progress under Purple Flag to be registered in an improvement in a centre’s competitive position – much as is the case with Experian rankings for the daytime economy. Otherwise, a specific study must be made. For example the Mayor of London’s Best Practice Guidance on Managing the Night Time Economy included results from the Camden Town Study, where data was gathered from Licensing and Planning on numbers of premises of various kinds and linked to national data sets to form an assessment of the sector’s size and value.

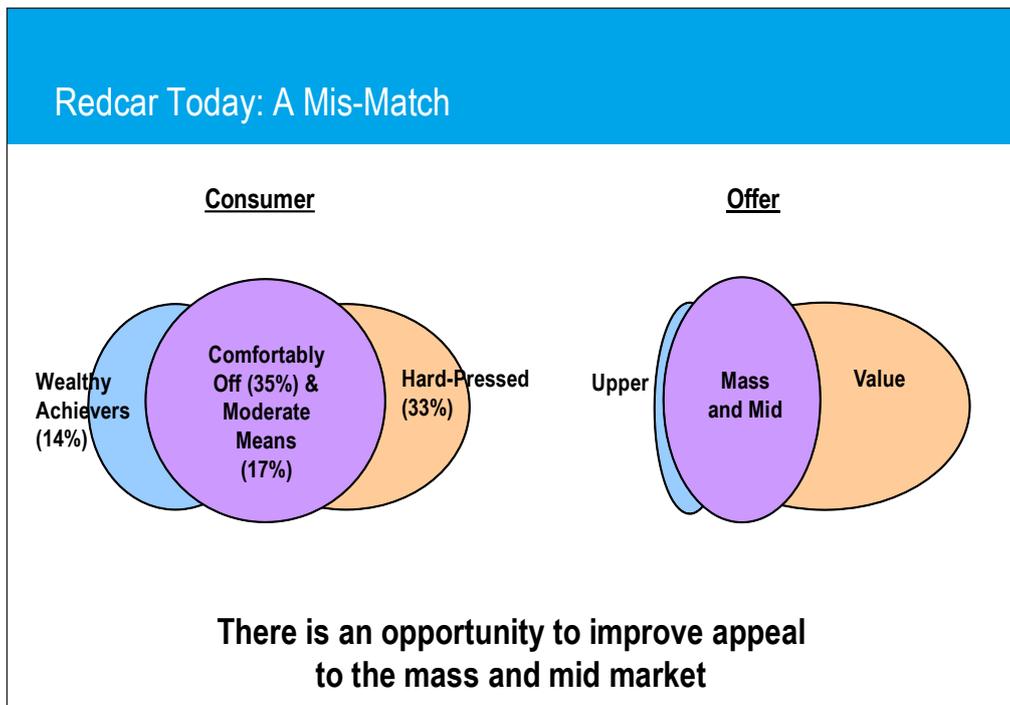
7 PATRONAGE

Widening consumer representation

- Significance.** Almost everyone spoken to in the original NightVision research saw this as a key aim – perhaps the chief one after addressing crime and anti-social behaviour. The focus group research showed that there was a “missing market” of those who would visit town centres at night if they were better managed and offered more choice. The belief was that a more diverse clientele would be good for business and good for law and order. Again, information on who visits town centres at night and who might do so if things were better is rarely collected. But it is a vital tool in developing the performance of town centres after hours.
- Purple Flag Policy.** Purple Flag has as a key aim broadening the mix of clientele who visit town centres at night, including making centres more family-friendly in the early evening especially. The aspiration is to create a more representative mix and a better balance – leading to sustainable growth and a “self-regulating neighbourhood” (See vision and mission). This is a cross-cutting issue. It is picked up specifically under Appeal. The six Attributes indicate the breadth of attractions that are likely to generate a broader customer base. The Potential Evidence and Outcomes Sought columns of the Core Agenda Charts are clear about what Purple Flag is looking for. Selected excerpts are shown below.

<p style="text-align: center;">APPEAL A Vibrant Choice and a Rich Mix of Entertainment and Activity</p>		
Attributes	Potential Evidence	Potential Outcomes Sought
<p>1. Food and Dining <i>A choice of eating venues and a commitment to good food</i></p>	<p><i>Venues where families and children are welcome</i></p>	<p><i>Centres where eating out is a pleasure for visitors, residents, old and young, families and singles etc.</i></p>
<p>2. Pubs and Bars <i>Well-managed venues, to meet varied tastes, and offering more than just alcoholic beverages</i></p>	<p><i>Venues where all are welcome, including families</i></p>	<p><i>A choice of licensed venues where all can find a welcome</i></p>
<p>4. Early Evening Activity <i>An active early evening period, including late-opening shops</i></p>	<p><i>Promotions and events that attract and retain shoppers</i></p>	<p><i>Centres that are alive after 5pm to serve office workers, pre-theatre and pre-dining shoppers, tourists and residents</i></p>
<p>6. Arts and Culture <i>A vibrant, inclusive arts and cultural scene</i></p>	<p><i>Inclusive public events and festivals</i></p>	<ul style="list-style-type: none"> <i>After-hours cultural attractions that cater to tourists and visitors as well as local people</i> <i>Town centres that are part of a flourishing local culture</i> <i>Public events that are open to all.</i>

- Data & Use.** Four types of data come together to give the current picture and also to indicate potential for the future. The first is a composition analysis, which will show what types of attractions there are and who is attracted to them. This may be supplemented by a business survey to get the front-line view of the current customer mix. The second is the perceptions survey mentioned under section 5 above, which can give information on current customers, how representative they are and where they go. The third is focus group research targeting those who do not currently visit, but might if things were better or different, or alternatively household survey information – gathered typically by telephone survey. The fourth is an analysis of socio-demographic catchment data to gauge the extent to which the current offer meets local aspirations. Commercial data intelligence businesses, like Experian or CACI, produce analyses of catchment populations related to assumptions on lifestyles. CACI produce a consumer classification under the title “Social Scene Acorn” which focuses on the eating-out and on-trade drinks market. The Retail Group has developed a “Multi-layered gap-analysis” model that compares what is on offer in the town centre with what one might expect to find, given the catchment profile. The illustration below from their Redcar study shows the mismatch between consumers and the offer. In this case ATCM and the Retail Group used this as a basis for a survey of potential investors in the night time economy, with the emphasis on attracting branded family restaurants to the High Street.



From the Redcar Town Centre Retail Regeneration Strategy. The Retail Group

4. Purple Flag Places

ATCM wants centres to be successful and wants to offer every opportunity for Purple Flag holders to demonstrate achievement. There is a mutual interest in communicating the positive messages coming out of the programme. Some of these messages are relatively simple to collect: projects implemented, events held, positive press coverage achieved, support generated etc. There is space in the Annual Renewal Chart for these to be listed. But if Purple Flag is to be credible both programme and places need to demonstrate success against specific targets, using defined measures. The accepted method of monitoring performance is to select Key Performance Indicators (KPIs) and use them over a set time period. This chapter shows how Purple Flag holders can use the Metrics Set and Key Performance Indicators to demonstrate achievement and success.

Purple Flag Project Lifecycle

ATCM believes that Purple Flag partners need to make a sustained commitment to higher standards over time. The benefits should begin the moment a partnership decides to go for Purple Flag – and continue throughout the project “lifecycle” illustrated below. To be effective, the whole process needs to be underpinned with credible data.

Using the Facts

Face the Facts



Spread the Message

Stage 1. Raise the Flag.

The process of going for Purple Flag can be media-worthy in itself. It is the start of a valuable debate about your centre and its future. It may be the first time local stakeholders have come together in this way to demonstrate their concern. It is likely to be the first time a concerted attempt has been made to gather together facts and figures on such a wide range of issues affecting the night time economy. This becomes the baseline for tracking performance year on year

Stage 2. Celebrate the Flag.

Gaining a Purple Flag is a national recognition of success. It is the opportunity to tell consumers and investors that the centre is independently judged to be clean, safe, vibrant and convivial - a place to be in rather than to avoid. Also to convey the independently-verified facts on how the centre rates and compares. This is the foundation for subsequent growth and improvement

Stage 3. Fly the Flag.

In the years after attaining a Purple Flag it may be a challenge to maintain progress, but sustained effort is needed to retain the Purple Flag and, where possible, deliver greater benefits to the area in terms of:

- New investment and increased choice
- Broader patronage with something for everyone
- A sustainable, self-regulating environment, leading to...

Stage 4. Town Centres for All.

The goal for Purple Flag is one where town centres at night are accessible and enjoyable for all and where civilised standards are enjoyed in a self-regulating environment.

Selecting and Using Performance Data

The challenge for Purple Flag participants is that the scheme is broad and covers a wide range of variables. According to Bernard Marr for the Advanced Performance Institute a common failing to avoid is summarised in the acronym "ICE":

- **Identify** everything that is easy to measure and count
- **Collect** and report the data on everything that is easy to measure and count
- **End up** scratching your head and thinking "What on earth are we going to do with all this performance data stuff!"

The preferred approach is to be selective. The information collected and used needs to be relevant to the place and the concerns of stakeholders if it is to pass the test of time.

Using Key Performance Indicators

KPIs are particularly useful in Purple Flag because selected data can be used to indicate achievement across a much broader field. KPIs can be of various kinds (quantitative, directional, financial etc.) but they do need to be consciously chosen and meaningful to Purple Flag, partners and the wider public. The theorists recommend using the well-known SMART criteria to define KPIs:

- **Specific** to the purpose of Purple Flag and the individual centre
- **Measurable** so that a genuine value can be generated by the KPI
- **Achievable** so that the process is realistic
- **Relevant** to the success of Purple Flag and the individual centre
- **Timed** so that the outcomes are shown for a predefined and relevant period. In Purple Flag the time period is set by the annual renewal cycle.

The choice of KPIs in the first place is clearly important and for Purple Flag it needs to be based on mutual understanding and shared priorities. One method is the “balanced scorecard” technique created by Art Sniderman in 1987 (www.schneiderman.com), which is a process for identifying small numbers of financial and non-financial measures and attaching targets or values to them.

Making it Work in Purple Flag Places

In the Purple Flag annual renewal cycle performance and progress is reviewed against overall programme priorities. It makes sense for Purple Flag holders to keep in step with this, so that all can gain from any resulting positive publicity and profile. Purple Flag Coordinators and Working Groups may consider the following sequence:

Purple Flag Stage	Purple Flag Documents	Suggested Actions by Purple Flag Working Group
Entry	<i>Purple Flag Snapshot</i>	<ul style="list-style-type: none"> • Review Purple Flag Metrics Set & illustrative KPIs & consider relevance to centre • Select metrics /add own metrics relevant to town centre, policy & stakeholder aspiration; but to include No 1: Crime and ASB • Define KPIs using SMART acronym, identify data sources • Set up monitoring process • Establish baseline position and include in Snapshot
Annual Renewal	<i>Purple Flag Renewal Chart</i>	<ul style="list-style-type: none"> • Review progress against selected metrics and chosen KPIs • Record progress in Renewal Chart

The following three illustrations of the use of KPIs by Purple Flag places are loosely based on examples drawn from the annual renewal process.

Metric 1. Crime and Anti-social Behaviour

- **KPI Aim and Definition.** A reduction in crime and anti-social behaviour between the hours of 8pm and 6am on Fridays and Saturdays within the city centre boundary
- **Source of Data.** Police crime data gathered from four police beats
- **Result over Twelve Months.** Out of ten categories seven show a significant improvement and only three show increases (Results are shown in tabulated form comparing the figures with the previous year and giving the percentage change). The overall result is an improvement of 3.55%

Metric 2. Alcohol and Health

- **KPI Aim and Definition.** A reduction in A & E attendances by 15-34 year olds on any day between midnight and 5am
- **Source of Data.** Primary Care Trust data obtained under data sharing agreements between the Trust and the Crime and Drugs Partnership
- **How Expressed.** The chosen method was the DSR (Directly Standardised Rate) which gives A & E attendances per 1000 population of 15-34 year olds.
- **Result over Twelve Months.** The figures show that the DSR rate has decreased by nearly 2.5%.

Metric 5. Perceptions

- **KPI Aim and Definition.** An increase in the proportion of people who said they feel “very” or “fairly safe” in the city centre at night when alone
- **Source of Data.** An annual survey is conducted for the city centre partnership. It asks a random and representative sample of 2,000 residents for their views in relation to community safety and anti-social behaviour
- **Result over Twelve Months.** The figures show a 10% increase in the proportion of those who say they feel very or fairly safe.

The Purple Flag Metrics and KPI Chart

The chart on the following pages summarises the Purple Flag Metrics Set and suggests some potential KPIs, by way of illustration. Entrants and Purple Flag holders may find this helpful in selecting their own metrics and defining their own KPIs. The metrics that relate most closely to Purple Flag aims are annotated with a Purple Flag logo.

Metrics	Purple Flag Aim	Illustrative KPIs		Potential Sources of Data
		Potential Concern	Possible Indicator	
1. Crime & Anti-Social Behaviour 	A sustained reduction in NTE-related crime and disorder	<ul style="list-style-type: none"> The extent of crimes in the town centre at peak times for NTE 	<ul style="list-style-type: none"> Recorded crimes on Friday and Saturday nights between 8pm and 5am As above focusing on specific categories e.g. alcohol or drugs-related, violence against the person etc. 	<ul style="list-style-type: none"> Local police statistics Police Crime Data website
2. Alcohol & Health	Reduce the levels of alcohol misuse and harm connected with town centre	<ul style="list-style-type: none"> High number of alcohol-attributable hospital admissions at peak NTE times Extent of under-age alcohol misuse Negative impact on health of area 	<ul style="list-style-type: none"> Alcohol-attributable hospital admissions on Friday and Saturday nights between 8pm and 5am Ambulance call-outs at above times Confiscations of alcohol by police 	<ul style="list-style-type: none"> Local hospital statistics CCTV control centre records Data from Cardiff Model Statistics from A Community Alcohol Project
3. Composition 	An increased choice and balance of provision for consumers	<ul style="list-style-type: none"> Mismatch of NTE attractions with local consumer profiles Domination of venue types with negative impacts 	<ul style="list-style-type: none"> Increase in the number of family-oriented restaurants Reduction in number of pubs/bars targeting under 25s Reduction in number of late-opening takeaways 	<ul style="list-style-type: none"> Purple Flag composition analysis (See Resource Pack)

Metrics	Purple Flag Aim	Illustrative KPIs		Potential Sources of Data
		Potential Concern	Possible Indicator	
4. Footfall	Increase the use, enjoyment and safety of the centre in the evening and at night	<ul style="list-style-type: none"> Under-use of the centre in the early evening, after the shops close Overcrowding/ congestion in specific places at certain times 	<ul style="list-style-type: none"> Growth in footfall 5pm to 8pm in relevant areas on Friday and Saturday nights Reduction in footfall in specific hotspots at peak times 	<ul style="list-style-type: none"> Commercial counts by cameras On-street footfall survey (See Resource Pack)
5. Perceptions 	More positive perceptions of the centre and its night time economy	<ul style="list-style-type: none"> A negative image of the centre after hours Numbers of people who say they do not feel safe at night on the streets A negative impact on patronage, business and investment 	<ul style="list-style-type: none"> More positive perceptions of the centre at night by stakeholders, consumers, investors etc. Growth in proportion of consumers who say they feel safe in the town centre 5pm - 8pm and 8pm - 11pm 	<ul style="list-style-type: none"> On-street consumer surveys (See Resource Pack) Household surveys/ focus groups Business and investor surveys
6. Volume & Value	A sustained increase in business prosperity and local benefit	<ul style="list-style-type: none"> Decline in the number and quality of NTE businesses An under-appreciation of the value of the sector Unexploited potential 	<ul style="list-style-type: none"> Growth in turnover in the sector Growth in core and related employment Improvement in competitive position as shown in NTE ranking 	<ul style="list-style-type: none"> Local estimates NightMix Index
7. Patronage 	A broader and better mix of visitors attracted to centres after hours	<ul style="list-style-type: none"> A domination of the NTE by narrow age and interest group Absence of families Current consumer profile unrepresentative of town centre catchment A feeling of intimidation by those not in dominant consumer sector e.g. families, older people or females 	<ul style="list-style-type: none"> Increase in use of centre by target categories of consumers in the town centre on Friday and Saturday nights, between 5pm and 11pm An increase in those who feel positive about being on the street at night 	<ul style="list-style-type: none"> Consumer survey, potentially as part of No 5 above (See Resource Pack)

5. Purple Flag Campaign

The Purple Flag Programme and places have a mutual interest in seeing the programme flourish. If Purple Flag is seen to be successful and enjoy a positive profile nationally everyone stands to benefit. This can be seen as a campaign to raise the standard and broaden the appeal of town centres at night. It has three clear objectives:

- **Raise awareness.** We must raise the sights, show what can be achieved and support effort with improved knowledge and technique
- **Change the reality.** We need to inspire and support a wave of practical improvement with “town centres for all” as an aim
- **Transform perceptions.** We must reach out to those who are afraid or who find their centres unappealing and convince them that things are changing for the better

Who is Our Audience and Who Do We Need to Persuade?

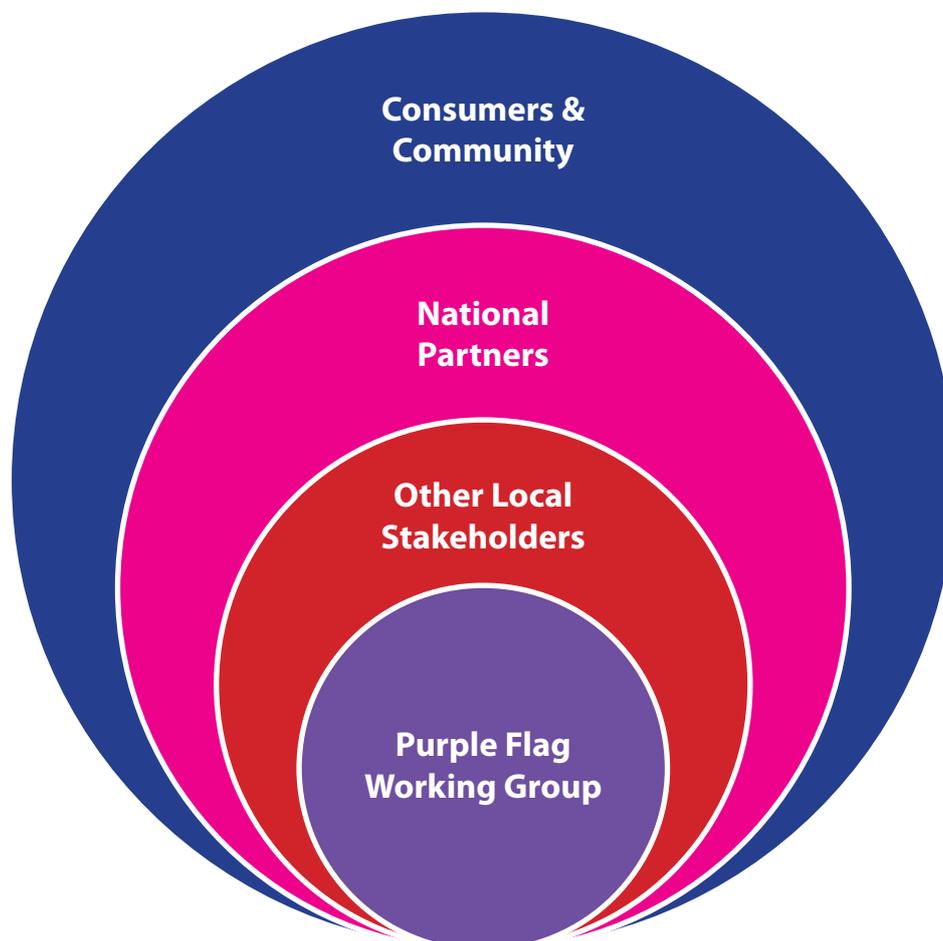


Diagram of a Purple Flag Relationship Strategy

- **Purple Flag Working Group.** There are six stakeholder interests that are represented on the Purple Flag Working Groups. Their continued support is essential for the long term success of the Purple Flag project:
 - o *Public Protection.* Health, licensing, police, security and safety
 - o *Infrastructure.* Transport, lighting and cleansing
 - o *Hospitality.* Restaurants, licensees, tourism and hotels, retail, cinema, culture and late-night entertainment
 - o *Development.* Planning, design and investment
 - o *Management.* Town centre management and BIDs
 - o *Consumers/Community.* Town centre users, potential users and residents/host community.
- **Other Local Stakeholders.** MPs, policy-makers, councils and committees, local and sub-national partnerships, funders and backers. Their support is vital if the Purple Flag Working Group is to continue doing its job and if the project is to survive and grow
- **National Partners.** Business and industry, government departments, professional bodies and specialist concerns who represent the six stakeholder interests at national level
- **Consumers and Community.** The wider public – those who visit centres in the evening and at night and those who would if they were cleaner, safer and more convivial - including residents, tourists, visitors, students etc.

Purple Flag Week

Following the success of Purple Flag Week in Nottingham in 2011 ATCM is promoting and coordinating similar events for a second Purple Flag Week, 22nd – 30th September 2012. This is intended to become the major occasion annually for successful centres to raise their profiles. Purple Flag Week has the following objectives, to:

- raise awareness locally and nationally of improvements in Purple Flag town centres at night
- consolidate local stakeholder support for Purple Flag with the help of a successful event and positive publicity
- attract new and more diverse clientele to a creative programme of events and celebrations
- change perceptions and show visitors that Purple Flag places are clean, safe and convivial
- create new patterns of patronage, so that customers will return on other nights, so helping to grow the business of the centre.
- to demonstrate the benefits to the economy of the Night Time Economy and Purple Flag Week.

How Will We Demonstrate Success?

ATCM/Purple Flag will focus on this in two key ways:

1. *Getting the Message Across and*
2. *Achieving a Practical Transformation.*



Illustration of Purple Flag Campaign Objectives

1 GETTING THE MESSAGE ACROSS

We need to show that Purple Flag is tried-and-tested and that it is a practical way of transforming the experience of going out at night. Purple Flag places are successful working examples providing sources of inspiration for others and a genuine mark of distinction upon which people can rely. If these messages reach the right audiences at the right scale both the programme and the places will benefit. There are five headings for monitoring and evaluation:

- o **Scale and pace.** The critical mass of the programme
- o **Appreciation.** A positive experience for those leading and participating in the scheme
- o **Professional Engagement.** The degree to which profession, technical and other interests find Purple Flag is helpful to their interests
- o **Knowledge and Skills.** The influence of Purple Flag in increasing knowledge and skills in managing and developing the night time economy
- o **Awareness and Acceptance.** A wide recognition that the Purple Flag brand stands for quality.

Getting the Message Across

What? An increase in:	How Will We Measure This?	How Will Success Be Demonstrated?
1. Scale and Pace <i>Critical mass of programme</i>	Growth by time, numbers & geographical coverage	Factual analysis of Purple Flag pathfinders, participants, entrants and holders to be presented in an Annual Report
2. Appreciation <i>Positive experience of participating</i>	Evidence to show Purple Flag holders experience tangible benefits from association with programme	Annual Perception Survey of Purple Flag holders & participants, plus good news/ good practice/ human interest stories, events (e.g. from Purple Flag Week) and successful initiatives
3. Partner Engagement <i>A mutual interest</i>	“Buy-in” by six Purple Flag stakeholder groups nationally & other partners	Progress against Purple Flag Relationship Strategy to be presented in Annual Report
4. Knowledge and Skills <i>A positive influence</i>	Adoption of Purple Flag principles and good practice by NTE practitioners	Ditto
5. Awareness and Acceptance <i>Profile and recognition</i>	Knowledge & appreciation of Purple Flag brand by consumers & wider public. Use of Purple Flag to drive up standards and inform choices.	To include outturn data from renewals, analyses of media coverage for Purple Flag Week and other events and the use of Purple Flag in promoting appeal to consumers, such as in tourism promotion. To be included in the Purple Flag Relationship Strategy and Annual Report.

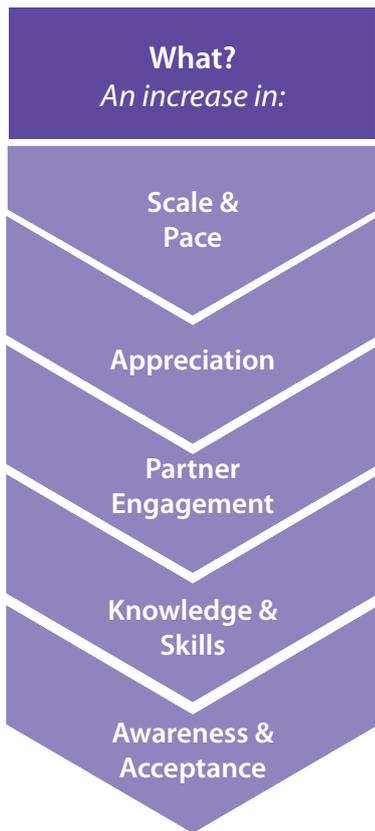
2 ACHIEVING A PRACTICAL TRANSFORMATION.

Purple Flag aims to make a real difference on the ground. It aims to transform the experience of going out. If the message is to be spread effectively we need to collect and present solid evidence of success. Purple Flag is a partnership process rather than a competition, so our aim is to show that those who stay with the programme experience long term benefits.

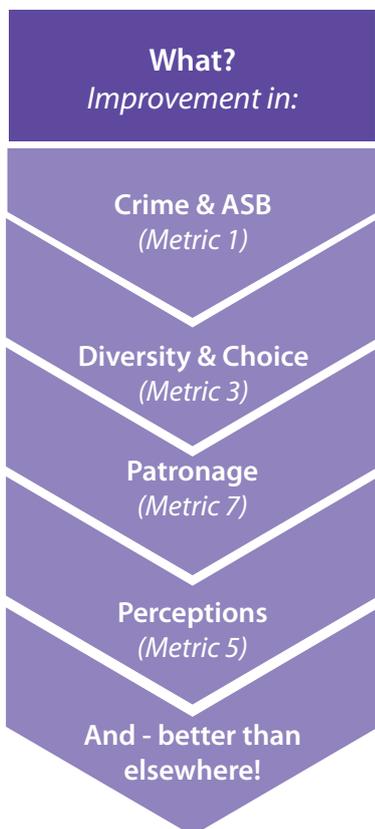
Monitoring and evaluation will be based on the Purple Flag Metrics Set and compared with national averages and indices. The focus will be on the four metrics most closely associated with our vision and mission and with *Crime* and *Anti-Social Behaviour* as a prerequisite. We will aggregate the evidence from the KPIs chosen by participants under these headings. Where other metric headings are selected we will draw conclusions on these as well. We will capture good news, good practice and innovation on each metric for a Purple Flag Annual Report and the rolling good practice section of the Purple Flag website.

Achieving a Practical Transformation

What? An improvement in following metrics:	Description	How Will Success Be Demonstrated?
1. Crime and Anti-Social Behaviour	A sustained reduction in NTE-related crime & disorder	Annual aggregation of performance data from Renewal Chart compared, where possible, with national indices e.g. <ul style="list-style-type: none"> • <i>Police UK website</i> • <i>Nightmix</i> • <i>Milestone</i> • <i>British Crime Survey</i> • <i>Local Alcohol Profiles for England etc.</i>
3. Diversity and Choice	An increased choice & balance of provision for consumers	
5. Perceptions	More positive perceptions of the centre and its night-time economy	
7. Patronage	A broader & better mix of visitors attracted to the centre after hours	
Other Metrics selected by participants	<i>See Purple Flag Metrics Chart for descriptions</i>	



Getting the message across



Achieving a practical transformation

Summary Chart: Who Does What

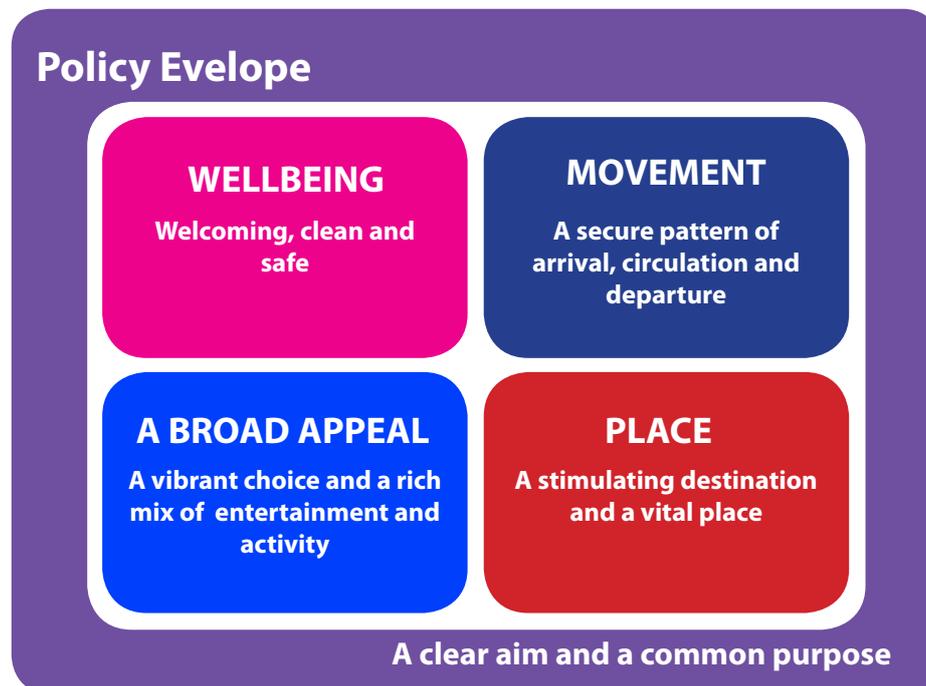
Purple Flag Stage	Purple Flag Places		Purple Flag Programme	
	Actions	Instruments	Actions	Instruments
Entry	<ul style="list-style-type: none"> Review Purple Flag Metrics Set & illustrative KPIs & consider relevance to centre Select metrics / add own metrics relevant to town centre, policy & stakeholder aspiration (To include No 1: Crime and ASB) Define KPIs using SMART acronym, identify data sources Set up monitoring process Establish baseline position and include in Snapshot 	Purple Flag Snapshot Report	<ul style="list-style-type: none"> Review chosen metrics, KPIs and baseline data at first sift by ATCM. Assessors to consider metrics, KPIs, baseline in relation to local priorities in document review and at overnight assessment event Assessors' Report to make recommendations on metrics and KPIs as appropriate ATCM feedback report to make clear expectations for light touch renewal assessment after 12 months 	<ul style="list-style-type: none"> Purple Flag Snapshot Report Assessors Report & Recommendations ATCM Feedback Report
Annual Renewal	<ul style="list-style-type: none"> Review progress against selected metrics and chosen KPIs Record progress in Renewal Chart 	Purple Flag Renewal Chart	<ul style="list-style-type: none"> ATCM to include guidance on performance data in Renewal Chart As above for Assessors, Assessors' Report and ATCM Feedback Improvement actions, good news stories & progress against chosen metrics to be recorded by ATCM Progress in aggregate against 7 metrics to be aggregated and compared, where possible with national averages 	<ul style="list-style-type: none"> Purple Flag Renewal Chart Assessors' Report etc. ATCM Feedback Report Purple Flag Annual Report Purple Flag Good Practice Resource Purple Flag Week publicity & promotion

Pathfinder Programme

The Purple Flag Metrics Set has already been offered on an experimental basis to Purple Flag holders at renewal stage. Some have explored it in relation to their own areas and have returned valuable data against their chosen KPIs. This has helped us to develop our thinking. The time is now right to make this topic an integral part of Purple Flag and our thinking generally on the future of the night time economy. We also wish to develop the topic as an area of good practice and communicate it effectively to practitioners and policy-makers. We propose a Pathfinder Programme with two broad thrusts:

- **Introduce the Metrics.** We will introduce the new approach into the entry and renewal processes as soon as possible. We will update existing charts and create the new documents and survey formats
- **Action Research.** We will invite local partners to become Pathfinders for the development and introduction of this topic into national good practice. The aim is that a representative sample of 6-10 areas will take up the challenge to become leaders in the field by testing one or more of the metrics. ATCM will coordinate, support, advise and promote the programme, carry out a longitudinal assessment, review the findings and revise Purple Flag policy accordingly. The findings will be a key element in the Purple Flag campaign to raise awareness, increase knowledge and skills and demonstrate success.

APPENDIX: THE PURPLE FLAG CORE AGENDA



The Purple Flag Core Agenda describes five broad themes key to developing and managing successful centres at night. It is designed to capture the rounded experience people expect from their town centres at night – whoever they are and whatever the type and size of centre.

Most of the subjects covered by the Core Agenda are already addressed by local authorities, the police, town centre management, business or health partnerships. The Core Agenda brings them together. It is the framework for assessing the quality and appeal of each centre. It will be used by partnerships in compiling their entries and by Purple Flag Assessors and Accreditation Panel members in reaching their decisions.

For each Core Agenda theme there is a simple Minimum Threshold Requirement and half a dozen Purple Flag Attributes.

A separate sheet on each Core Agenda theme follows in which we set out:

- Our concern
- Our aspiration for Purple Flag
- A minimum threshold requirement
- The Purple Flag Attributes

In the Core Agenda Charts we supply more information. We set out some potential evidence sources that may be used to support the standards claimed and we suggest some beneficial outcomes that may be looked for as a result.

1. WELLBEING

WELLCOMING, CLEAN AND SAFE

OUR CONCERN

Many people are unwilling or afraid to visit their centres at night because of fear of personal harm or intimidation, or because of the lack of basic services. Bad publicity may have played a part in creating a poor image and fuelling negative perceptions.

OUR ASPIRATION

A prerequisite for successful destinations is that they should be safe and welcoming. Some services need to be up-rated and extended to cope with specific needs late at night and after dark. Everyone has a part to play in delivering high standards of customer care.

PURPLE FLAG MINIMUM THRESHOLD

Per capita crime and anti-social behavior rates that are at least average and show an improving trend - taking both residents and visitors into account.

PURPLE FLAG ATTRIBUTES

1. **Safety.** Visible, effective policing and active surveillance
2. **Care.** Responsible guardianship, customer care and concern for community health
3. **Regulation.** Positive and proactive licensing and regulation
4. **Services.** Appropriate levels of public utilities
5. **Partnership.** The active involvement of business in driving up standards
6. **Perceptions.** A valid and positive presentation of the area to customers

2. MOVEMENT

A SECURE PATTERN OF ARRIVAL, CIRCULATION AND DEPARTURE

OUR CONCERN

Most vehicular and pedestrian movement systems and patterns are designed primarily for daytime and may not work well at night. This deters some customers and makes others vulnerable.

OUR ASPIRATION

Getting home safely after an evening out is a prime requirement. So too is the ability to move around the centre on foot with ease. A comprehensive approach may be needed for all types of movement, if centres are to function properly and be appealing after hours.

PURPLE FLAG MINIMUM THRESHOLD

Some form of appropriate late-night public transport provision.

PURPLE FLAG ATTRIBUTES

- 1. Public transport.** Safe, affordable, well-managed late-night public transport
- 2. Car parking.** An appropriate provision of secure late night car parking
- 3. Pedestrian routes.** Clear, safe and convenient links within the centre and homewards
- 4. Crowd management.** Measures to deal with overcrowding, congestion and conflict between those on foot and moving vehicles.
- 5. Information.** Provision of practical information and guidance to town centre users
- 6. Partnership.** Business and operator commitment and participation

3. A BROAD APPEAL

A VIBRANT CHOICE AND A RICH MIX OF ENTERTAINMENT AND ACTIVITY

OUR CONCERN

Many centres appeal to a narrow range of interests and ages after hours and acquire a negative image, as a result, that can affect business vitality both day and night. Many more people would go out if things were better and if there were more choice.

OUR ASPIRATION

Successful destinations should offer a vibrant choice of leisure and entertainment for a diversity of ages, lifestyles and cultures, including families. They should contain a rich mix of public and private attractions. They should be vital places for both the day and the night.

PURPLE FLAG MINIMUM THRESHOLD

A late night offer that is broader than youth-oriented and alcohol-based activity.

PURPLE FLAG ATTRIBUTES

1. **Food and dining.** A choice of eating venues and a commitment to good food
2. **Pubs and bars.** Well-managed venues, to meet varied tastes, and offering more than just alcoholic beverages
3. **Late night venues.** A late night offer that complements the diverse appeal of the centre as a whole
4. **Early Evening Activity.** An active early evening period, including late opening shops
5. **Public buildings.** Creative and imaginative use of public/civic buildings in the evening and at night.
6. **Arts and culture.** A vibrant, inclusive arts and cultural scene.

4. PLACE

A STIMULATING DESTINATION AND A VITAL PLACE

OUR CONCERN

Many places that work well in daytime can be intimidating after hours. Single-use hospitality areas are likely to be vulnerable to changes in fashions, tastes and economics. An over-concentration of similar night-time venues can damage the image of an area and drive away other activities and clientele.

OUR ASPIRATION

Successful hospitality areas are alive during the day, evening and night. They contain a blend of overlapping activities that encourage people to mingle and attractive places where spending and being are in balance. They respect and reinforce the character and identity of the area - its buildings, structures and features. They display flair and imagination in all aspects of design for the night.

PURPLE FLAG MINIMUM THRESHOLD

A diversity of land uses. A convenient and attractive destination at night.

PURPLE FLAG ATTRIBUTES

1. **Location.** Appropriate location, clustering and capacity of venue types
2. **Diversity.** A successful balance of uses and brands
3. **Clarity.** Well-designed links and visible signs
4. **Animation.** Attractive, well-used public places, active streets and building frontages
5. **Good Design.** Thoughtful and imaginative design for the night
6. **Identity.** Appropriate use of natural and built features to reinforce appeal

5. POLICY ENVELOPE

A CLEAR AIM AND A COMMON PURPOSE

OUR CONCERN

Policy-making in this area has often suffered from a fragmented or piecemeal approach – divided between different interests and professionals. This has made it difficult to give the topic the coherence and purpose it needs.

OUR ASPIRATION

After hours policy crosses many professional, budgetary and sectoral boundaries. The challenge is to bring clarity and focus to a complicated field. A clear strategy is needed based on sound research, integrated public policy and a successful multi-sector partnership.

PURPLE FLAG MINIMUM THRESHOLD

A momentum of collaboration between sectors, agencies, service providers and policy-makers.

PURPLE FLAG ATTRIBUTES

1. Data

A sound statistical base for policy-making and action

2. Strategy

Positive strategic objectives and targets

3. Coordination

Public policy co-ordination and focus

4. Leadership

Clear responsibilities for policy and action

5. Partnership

Multi-sector endorsement and commitment

6. Community

A dialogue with consumers and residents

**After Dark: Going for
Growth Demonstrate Success**



for a better night out

ATCM

association of town centre management

DIAGEO