

Choose Abingdon Partnership Strategy for 2012 and onwards



Chairman's Message

The Choose Abingdon Partnership has now embarked on its third operational year. It was around this time, two years ago, that Heather Brown, the Partnership Manager, was appointed and I was invited to take on the Chairmanship.

The first year was all about establishing ourselves and starting a number of initiatives, many described as 'quick wins'. The second year has been about achieving results from these initiatives. In a sense, we have now 'come of age' and, building on the experience of the first two years, we are able to take a more strategic approach, and one based on a careful analysis of needs, of what we can and cannot do, and where we should focus our limited resources.

This paper forms the basis of this strategy and, although the detail regarding specific project plans is still to be set out, the strategy outlined in this paper sets our direction for the next phase of the Partnership's programme.

Although the Partnership is not a statutory body and has no formal powers, it is certainly capable of taking significant initiatives, as the first two years have demonstrated. Its voice is respected and it is therefore able to influence developments; its wide representation places it in a unique position to coordinate activities involving a number of partners; and its independence allows it to be a genuine channel of communication on issues that affect the town. Influence; Coordination; Communication. The successful delivery of our strategy is dependent on us being able to fulfil these three roles effectively.

The strategy outlined in this paper is the result of taking a more analytical approach and identifying those areas, needs and issues where a. they seem not to be adequately addressed at present and where b. the Partnership is in a position to meet, or at least partly meet, them.

Examples of areas we have identified as priorities where the Partnership can and will play a constructive role are the continuing promotion of the town centre, tourism, and the links between town and river where our wonderful setting is a most valuable asset, but one which is much under-utilised.

This paper provides a description of many of the issues concerning the town, and therefore sets the strategy in context.

James White
Chairman, Choose Abingdon Partnership
November 2011

Choose Abingdon Partnership Strategy for 2012 and onwards

Contents

1. Executive Summary	page 4
2. Introduction and Background	page 5
3. Partnership Strategy to Date	page 7
4. Abingdon Context	page 9
5. Segment Analysis	page 13
6. Assessing the List of Potential Projects	page 16
7. The Tourism Focus	page 22
8. The Future Shape & Income of the Partnership	page 23

Appendices

1. Segment Analysis Detail	page 24
2. Spreadsheet for Scoring of Projects against Needs	page 26
3. Spreadsheets for Scoring of Project Difficulty	page 27

Back cover

“Elevator Message” - summing up the role of Choose Abingdon in a few words

1. Executive Summary

The Choose Abingdon Partnership has been formally in existence since the beginning of financial year 2009-10, and active since September 2009, with base funding of £61 000 per annum provided jointly by County, District and Town Council and also Abingdon on Thames Chamber of Commerce. As well as representatives of these bodies, the board has representatives of small and large businesses in the town, an independent Chair and a specific representative for community groups. The work is largely done by one Partnership Manager with some help from volunteers and board members, and assistance from council officers where required. The base funding has been made to go further in the period to date as the Partnership has attracted free resources and sponsorship into many of the projects from the private sector (listed in 2.4).

In its first year, the Partnership were aware of the need to get “quick-win” projects off the ground and therefore an action-oriented approach was taken. Since then, whilst project work has gone on and many projects have been delivered, the Board has also been carrying out a strategic review to guide its future development and inform the selection of projects for 2012 and beyond.

The context of Abingdon as a market town, former industrial town, shopping centre, visitor destination and also community was not forgotten. The inherited infrastructure of roads and buildings, the legacy of under-investment in marketing and over-indulgence in negative press stories, the leakage of local consumers to other shopping centres and the perceived and real problems that reinforce this consumer behaviour, were all carefully considered.

A methodical approach was then followed whereby 11 user groups were defined and, for each group, an assessment was made of how far the user group was satisfied by the offer (in the widest sense) that Abingdon has for each of them. From this emerged a list of 23 important unmet “needs” against which potential projects could be evaluated. Each project was then also given a difficulty rating produced from three scores; for cost, time and risk of failure of project. By cross referencing the score for difficulty against the score for potential value in meeting unmet needs, a visual arrangement of projects was produced which made it relatively easy to categorise projects. Our choice of “quick wins” in the early phase was supported by the analysis. So too was the choice of some of the key initiatives of our council colleagues. It was also possible to identify the projects that are probably too big and would absorb Partnership resources to the exclusion of all else if we were to try to lead on them.

The range of projects from the middle of the chart, ones that showed high value to the user groups and yet were not too high on the scale of difficulty, were the chosen area of interest for us and strong synergy around a theme of tourism emerged from this group of projects. The visitor economy is identified as being an area where the analysis shows that the Partnership should be involved and where the Partnership’s unique position, working closely between businesses, councils and the community, can be of great value. Some building blocks for this tourism drive have already been put in place through existing projects being delivered now, such as the walk leaflets and town maps; they are the tools which we can use to further reach out to the huge visitor markets that are within reach of Abingdon. As a starting point and before committing further funds, the Partnership plans to gain some good quality visitor research from a professional organisation to underpin and inform the projects that are planned.

As our existing projects also emerged from the analysis as “worth it” (ie: of good value versus level of difficulty), these will all be continued. Projects for small businesses and the community, such as the Local Excellence Market, the gazebo scheme, the community shop scheme and the loyalty card, will all be developed and built upon; many have great relevance to the visitor market themselves and will ensure that the Partnership maintains a balanced portfolio of projects that achieve a wide range of objectives for the town.

The Partnership has also carefully considered whether its current structure is necessarily the best one going forward. The present structure will be preserved until the end of this financial life cycle but a number of other options are under consideration as part of a drive to gain more private sector involvement and funding in the next phase of its existence.

2. Introduction and Background

2.1 Mission

The Choose Abingdon Partnership seeks to support and improve the economic, social and cultural vitality of the town for all its businesses, residents and visitors, and specifically to;

- envision, plan and act as a catalyst for positive change
- bring together and coordinate those activities of various organisations and businesses concerned with the town's future
- influence and engage with the visions, strategic plan and actions of various local authorities and other external projects
- communicate the aspirations of the town
- initiate and implement its own projects

2.2 Structure and base funding

It is a body established with a constitution and funding commitment from Abingdon Town Council, the Vale of White Horse District Council and Oxfordshire County Council. These each committed £20 000 per year for a three year period from financial year 2009/10 to financial year 2011/12. In addition, the Abingdon on Thames Chamber of Commerce committed £1 000 per year for the same period and is a founder member. These bodies all have representatives sitting on the Partnership Board; two are allowed from each council and one from the Chamber. The Partnership Board has also co-opted representatives of large and small individual businesses, a representative of the Abingdon Business Alliance, a representative with specific responsibility to act for community groups, clubs and societies, and an independent Chair who is a resident of the town. Co-options must be renewed after one year; all existing ones have been renewed at AGMs which have been held in October 2010 and October 2011. Abingdon Business Alliance also contributed £500 to one of the projects as part of their co-option agreement.

2.3 Workload resource

The work of the Partnership is carried out by;

- one Partnership Manager employed via the VOWHDC for 29 hours a week, with some assistance from District Council Economic Development team
- the voluntary work of the Chair who chairs Board meetings and reviews the work of the Partnership Manager on a regular basis
- the voluntary work of Board members whose particular role is to agree overall direction, feedback to the Partnership Manager on project detail if necessary, and smooth the path of projects where they interface with the work of their own organisations
- community and business volunteers working with the Partnership Manager on projects to which they have particular affinity (eg: Abingdon Carbon Cutters help to set up and publicise the Local Excellence Market, Abingdon Business Alliance helped to work out the details of the loyalty card scheme)

2.4 Financial resource

Base funding has already been described in section 2.2 and there is no doubt that this secure budget has given the Partnership a head start in getting projects off the ground quickly and establishing itself in the town. Private sector contributions have been attracted both in cash and in kind as more businesses start to understand the value of joining forces with the Partnership. To date the following private sector contributions, in no particular order, have been made;

- Sophos gave free use of graphic design department to create our logo
- Miele paid £2500 marketing funds into the loyalty card scheme budget
- Abingdon Business Park gave free use of their empty offices for the 2011 exhibition
- Miele gave free use of their Experience Centre for the Good Living Event in March 2011
- New River Capital on behalf of Scottish Widows contributed £1000 to the Extravaganza 2010
- New River Capital on behalf of Scottish Widows contributed £1500 to the Extravaganza 2011
- Abingdon Craft Fair contributed £1500 to Spring Promotion and Whats On leaflet in 2010
- New River Capital on behalf of Scottish Widows have given free use of an empty shop ongoing
- New River Capital on behalf of Scottish Widows have agreed to pay half of the rates bill for the community shop for 2010-11
- Davis Tate contributed to 2011 Whats On leaflet £150 in return for space
- Slade Legal have contributed a furnished office for the Partnership Manager and meeting rooms with reception services since September 2011
- Added Ingredients, the Broad Face and The Shoe Shop of Abingdon all contributed towards loyalty card scheme promotional prizes
- Round and About magazine have given half page editorial free to the Partnership on numerous occasions
- Community groups and businesses have paid over £200 in gazebo “rents” to maintain a wear and tear fund
- Vesper Rotary have pledged to assist in finding funds to install a new town map board where it is needed
- Local market traders have collectively paid between £4-600 to participate in each Local Excellence Market, some of which is returned to the Town Council as ground rent.

In addition the Partnership was awarded a grant of £3000 towards the map project by the Joint Environmental Trust and assisted the Vale in obtaining £4500 in Leader grant funds for the Vale-wide brochure project (“52”).

2.5 Other documents

Documents relating to the Choose Abingdon Partnership are published on the “About Us” page of our website which is to be found at www.chooseabingdon.co.uk and our constitution, meeting minutes and annual reports can all be downloaded from this page. In addition the Project and News pages of the website provide information about the work that has been going on in the past two years. Articles are not deleted from the site so it can be used as an archive.

For a full summary of the projects delivered in the past two years, the Manager’s Annual Report delivered at the AGM in October 2011 is the best resource.

3. Partnership Strategy to Date

3.1 Groundwork prior to Partnership start

The Choose Abingdon Partnership has been fully operational since the appointment of the Partnership Manager (September 2009) although considerable groundwork was done prior to this time to establish a constitution, funding commitments and member involvement from County, District and Town Council. There is no doubt that much of the success of the Partnership is due to the thoroughness with which these early foundations were laid. In the first two years of the Partnership's three year life cycle there have been no concerns at all about the continued funding commitment and involvement of the three councils, which has left the Partnership Manager free to devote all her time to delivering projects and helping businesses and community groups rather than finding funding.

3.2 Action focus in first years

However, the time taken in laying down good foundations between summer 2008 when the Partnership was announced, and September 2009 when the Manager started in post, had produced a situation of urgency; an outward impression had been created of lack of action which was becoming a critical problem. Following a consultation event in which over 150 suggestions were put forward as possible projects for the Partnership, it was agreed by the Board that the Manager should concentrate on delivering projects labelled "quick-wins" – this terminology was used to describe a project that met most of the following criteria;

- obvious in terms of need
- no political issues
- affordable within the Partnership's own budget limits ie: no further cost to any council
- could be delivered relatively quickly

Following this simple strategy, the Partnership has gone on to deliver a number of successful and popular projects:

- What's On leaflets printed and distributed through Round and About magazine.
- Spring Festival Day 2010 which complemented the Craft Fair and kept people in the town all day.
- Local Excellence Market well attended by both public and stallholders.
- "Choice" newsletter published in 2009 to build understanding of the Partnership's aims and work.
- Community Shop scheme; over 20 local groups and organisations have benefitted from taking the space to build awareness and run activities.
- Choose Abingdon website launch and continuous updates. Facebook and Twitter accounts added. Recent addition of interactive town calendar facility.
- Loyalty Card Scheme; successful sell-in to retailers and successful launch to consumers; monthly newsletters sent to database combining local news and participating retailer marketing messages. Over 1400 cardholders.
- Good Living Event – successful pilot of an event to market the high-end consumer businesses.
- Gazebos scheme— community groups and businesses making regular use of this facility.
- Town maps redesigned involving community members and improving the look of various key points around town and river bank.
- Walk leaflet published—first in a series—designed to attract walkers to the area and bring them right through the town centre.
- Business to business networking exhibition and events providing opportunity for business park and larger companies to form closer links with town centre.

3.3 Present situation

Satisfying the public and businesses is a constant balancing act. The tension between delivering actions quickly and thoroughly, and developing a wise and thoughtful overall strategy which has received appropriate input from all the partners and stakeholders, is never resolved, and both compete for time and management resource. The initial strategy documents for the work of the Partnership have gradually become out of date. Choose Abingdon has concentrated on project delivery in its first phase but has also taken time to plan a strategy for the future which will guide and inform the choice of projects that will be the signature for the future phase of its existence.

Our strategy planning began with looking at Abingdon and identifying the areas of strength and weakness of the town, as it related to various segments or user groups. Against this analysis were mapped the many and various projects that have been suggested by businesses, community members and councils during the past two years to produce a priority list. Importantly, our strategy development also laid down a template to guide where the Partnership (a non-elected, non-statutory body) should sit in relation to the local authorities who are its funders and partners.

The present strategy provides a framework so that funding bodies and the public can see clearly what another period of funding could produce. It does not exclude other ideas and projects from being added at a future time and presupposes that the Partnership Manager will also continue to assist and provide service to the community groups, businesses, councils and visitors in a general way as has been done to date.

4. Abingdon Context

Abingdon is an ancient town that has seen a variety of life stages and has played a slightly different role in its relationship with the surrounding area in each of them. Each stage has left a legacy, for good or bad, which the town must acknowledge and take account of in planning to achieve economic health in the present day. In this section, the context in which our strategic planning was carried out is described.

4.1 Abingdon the Market Town

Abingdon is the largest town within the area of the Vale of White Horse District Council and, with a population of over 33 000, is sometimes regarded as over the size to be treated as a traditional market town. Specifically it has not qualified in the past for SEEDA funding through the market towns programme. In fact no town has a better claim to be called a market town. In the past Abingdon thrived on its trade; it was the host town for horse fairs, and hiring fairs which are today funfairs held on the High Street in October; it has a regular weekly market that dates back many centuries; it also has one of the most fit-for-purpose market places in the country; pedestrianised, central to the town and managed effectively by the Town Council. Abingdon was also the County Town of Berkshire, holding the County Assizes and a busy manufacturing town with breweries, leather processing and car manufacturing within living memory.

Abingdon deals with many of the infrastructure problems associated with most old market towns:

- the street plan and buildings have to be worked around as most of the town centre is subject to protection - 21st century traffic loads are not easy to funnel through the narrow streets, with further limitations imposed by the proximity of the river and lack of crossing points. In particular air quality issues have been serious in some streets in the past.
- the buildings offer limited scope for modern chain store retailers to make a satisfactory offer in the town centre. The Abbey Shopping Centre is the one area where previous 70s development has left a space where there is scope to modernise and introduce larger retail units but at present these units are also too small for most chain retailers to consider. This is expected to change slightly when refurbishment is done in 2012 and it will be interesting to see if the availability of a few larger units is enough to instantly bring in some retail "names".
- number and convenience of parking places – Abingdon actually has less problems of parking space supply than many market towns as there are several sites owned by the District Council including the Charter multi storey. Many sites are only a minute or two's walk from the town centre and are distributed on several sides of the town centre shopping area.
- cost of parking places – with little in the way of free parking provided by retail ownership of car parks, cost of parking features frequently when local people are asked their opinions about the town centre. They refer to free parking provided in nearby towns like Didcot and Witney and also compare the "free" parking of the park and ride facilities around Oxford as they do not count the hidden cost of the bus fare into the town centre. This landscape is subject to change as Oxford has introduced new parking charges and Abingdon will soon gain a two hour free parking period, but it may take time for the negative effects of the past parking policies to be eradicated.

4.2 Abingdon the former Industrial Town

Abingdon has lost all of its town centre industries mentioned above; Pavlova leather works, the MG factory and Morlands Brewery are all residential sites now. However it has benefited from the continuation of its intellectual traditions, and possibly the proximity of Oxford, and has a high number of private schools, scientific companies and business parks on the outer edges of the town that include branches of global companies as well as thriving local companies. There is little to say that the loss of the former town centre industries has impacted the town severely. Employment levels are good and crime is low to the point that it is often commented at the Neighbourhood Action Group (NAG6) that year on year percentage comparisons are not valid because the base number they are worked out from is so low.

4.3 Abingdon the Shopping Centre

There is a widespread concern among businesses and residents that the town centre and the suburbs, and also the town centre and the nearest villages, are not well linked. A national retail study showed that between 30-60% of residents in the whole area use Oxford for their comparison shopping but the methodology for compiling this data may not be sensitive to local extremes. Research quoted by Scottish Widows' marketing agency in 2009 indicated to us that there may be as many as 85% of residents who do not regularly use their local town centre but shop, work and feel associated with other town centres in the area even though they are further away. Reasons for this are variously given as:

- congestion on the way into the town centre; in particular many people blame the change of traffic flow systems that came in with the implementation of the ABITS strategy
- the cost of parking
- lack of public transport routes from some areas
- lack of major shops to tempt the "serious" shopper
- lack of entertainment facilities to draw in young people (cinema, bowling)

We are sure that some of these issues are partly (but only partly) perceived problems, for example there are times of the day when it is extremely easy to drive into Abingdon from any direction. But perception is the key to behaviour. Media stories that repeatedly mention traffic and parking problems might be one way to campaign for these issues to be at the top of the political agenda but unfortunately they also achieve the very dubious result of constantly reminding the public of Abingdon's weak points. They are in effect a marketing campaign for rival town centres. It is hoped that in the future campaigners and policy makers can hold their dialogue through other channels so that a more positive image of the town can be put out in the press.

Another reason that also should concern the businesses but rarely gets mentioned is the serious under-investment in marketing that the town has suffered from in the past. Towns with large retailers benefit from the marketing that these retailers do for themselves but the lack of big names due to the paucity of sizeable units means that, in the last decade, there has been no-one drip-feeding positive messages about shopping in Abingdon into the minds of local consumers. The small independents cannot afford much marketing spend and do not have the time to work together on joint promotional effort. Previous management of the Shopping Centre did little to market the Abbey Shopping Centre to the residents of the town or villages and the present management are rightly concentrating on improving the offer before investing heavily in marketing. Whilst other towns around have launched brave new shopping centres, with publicity budgets matching the investment on the ground, the only stories coming out about Abingdon have been from the complaining activists.

Between the real and perceived problems and the lack of marketing investment in the face of local competition, the reported 85% leakage is a credible figure.

Choose Abingdon has begun the drive to positively promote the Abingdon brand using Round and About, Oxford Journal, Jack FM, social media, various local authority publications and the loyalty cardholders' monthly e-newsletter but the effects will only be felt slowly as the repeated small-budget messages are built-up over time.

4.4 Abingdon the Destination

Many market towns facing decline turn to the Visitor or Tourism markets for new economic stimulus. Abingdon has some assets that could be capitalised on;

- the Thames is an internationally recognised brand in the minds of tourists
- close proximity of the town centre to all the features worth seeing; riverbank, St Helens, Abbey Grounds, etc. and the compact setting of all the key sites
- the County Hall and other medieval buildings around the town centre are both beautiful and interesting in their history
- the market place is a stunning focal point for the town – a visitor cannot but know when they are in the centre of Abingdon
- the Abbey Grounds are pleasant, and interesting because of the monastery site
- the riverside area offers good facilities for families with children to stop and play
- the town has the benefit of free moorings and a riverside area that is used for caravan weekends both of which are used throughout the summer by people who often write to express their appreciation and to point out the value they brought to the economy of the town during their stay
- there are a number of independent small shops in the town centre which are attractive to day-out, browsing shoppers, enhance the experience and give individuality to the town
- the access between town centre and countryside playground is unusually close which means that, uniquely for a town of over 30 000 people, the centre is a viable stop-off point for walkers and cyclists

There are also weaknesses that restrict the potential for attracting visitors:

- once again Abingdon is competing against other towns who have a much stronger history of investment in selling themselves to the visitor market. Cookham, Marlow and Henley for example have been pushing their boating and duck-feeding credentials since the Victorian era. Abingdon didn't need visitors when it was a busy County Town and therefore did not need to sell itself so there is some catching up to be done in building awareness of Abingdon, the visitor brand. Many people living in nearby counties are not even aware that the town is on the Thames.
- there is a lack of strong visitor attractions. Whilst many of the churches, the museum and the delightful streets are all pleasant and provide passing interest for a few minutes to an hour there is no single strong destination that can make up a one - two hour visit. The changes being undertaken to the Museum will partially address this.
- the international fame of Abingdon as the home of MG is not capitalised on and many enthusiasts arrive to find little to satisfy their urge to pay homage to the town. The MG Club is making gradual improvements to their own premises but agree that the offer is still short of what visitors expect.
- many of the buildings and attractions are interpreted at a low level for the public. This can be more charming for intellectual visitors who understand what they are looking at but does not maximise numbers. There is a danger that marketing that eulogises the historical importance of Abingdon will be let down by the lack of explanation on the ground when visitors arrive.
- the connection with the countryside is not capitalised on even though this is unique, one of the cheapest and easiest attractions to market, and does not require any serious improvements to the offer.

Any Partnership visitor strategy needs to consider the potential importance of the visitor market and play to the strengths of the town without ignoring the weaknesses. Marketing should be realistic, not over-promise, and targeted to the segment of the market that will appreciate the assets of the town.

4.5 Abingdon the Community

Abingdon has a vibrant and current tradition of community celebration that dates back hundreds of years (eg: Bun Throwing and Mayor of Ock Street) and a vast number of highly active clubs and societies. These form a reserve of volunteer effort and expertise which can be tapped into in the right circumstances. Not all of the clubs and societies are well connected to the town centre as a hub as many of the most viable venues for meetings, shows and sports activities are in the outskirts rather than the centre.

Community groups and activists have been quick to link up with the partnership to express their aspirations for what the Partnership can do for them. They have asked for the following:

- communications platforms for advertising their events – printed matter, web, I-phone and email-based communication, and outdoor poster and banner sites, have all been requested
- help in finding affordable venues
- representation to the management of the Guildhall regarding their concerns about the expense of hiring the rooms and the cost of using the restricted catering choices
- use of empty shop premises to hold exhibitions, raise awareness and build membership
- representation to the VOWHDC to maintain or increase expenditure on leisure facilities in the Abbey Grounds (swimming pool, pitch and putt, etc)

The Partnership has already begun to deliver projects and activities that meet these requests, such as the What's On leaflet, the website with its interactive calendar and the Community Forum.

Some groups have been quick to offer support and assistance on specific projects where the aims meet their own and many groups have produced outstanding exhibitions when given the opportunity to use an empty shop, but there is a lack of confidence to take on wider community responsibilities and sometimes a degree of separation between councils and community.

5. Segment Analysis

5.1 Selection of segments

The starting point for a detailed strategy analysis was felt to be a trawl through the reactions of various user groups as to what they got out of Abingdon (and what they did not get), ie: how far their needs were met. Whilst those resident in the town or nearby are a hugely important group in this analysis, we also felt that other groups should also be considered because of the economic impact they could have on the town.

Segments were therefore identified as follows, noting that a more detailed breakdown could have been done but was not felt advisable so as to keep the analysis manageable.

Residential/Community

- Young families
- Independent Young People
- Adult Men
- Adult Women
- Retired

Commerce/Tourism

- Independent Traders
- Multiple Retailers
- Large Employers
- Evening Economy
- Tourists:
 - Day Visitors
 - Weekend & Holiday Visitors

Note these groups may overlap

5.2 RAG methodology

When analysing the level to which the Abingdon offer meets a segment's need, a red, amber or green score was given applying the following statements:



Red = major gaps in addressing this need



Amber = this need is partially but not fully addressed



Green = this need is well served in Abingdon

Whilst the analysis was not based on one set of scientifically gathered data, it represents a distillation of the various opinions and views gleaned from the research and consultations of the past two to three years, discussed and sanity-checked by board members representing a wide cross section of businesses and community.

5.3 Segment analysis for each segment

For each of the user groups or segments, a list of the top 6, 7 or 8 needs for the segment was compiled and the Abingdon offer was rated against these needs, using the RAG method.

Two individual analysis charts are given here to demonstrate the methodology. The segment analysis for every segment is given in full in appendix 1.

Segment Summary - Young Families


Need	Current Offering	RAG
Play Facilities	Playgrounds, Leisure Centre, Snakes & Ladders, Parks	Green
Extra curricular educational activities	Sports Clubs, Tilsley Park, Vibrant Library, sports clubs, scouting etc	Green
Good Schools	Good primary, improving state secondary, good independents	Amber
Things for kids to do	M&T Groups, Daytime clubs & societies, drama/dance/music	Green
Safe environment	Town feels safe, community police, accessible medical facilities	Green
Family activities	Family restaurants, town events, no focal area eg cinema, bowling	Amber
Kids shops (clothes, toys, etc)	Good independents plus tescos but limited kids clothes stores	Amber


Overall 


Segment Summary – Adult Men

Need	Current Offering	RAG
Good pubs & restaurants	Good pubs, especially real ale, Some good restaurants eg curry	Green
Lively music & entertainment	Live music at some pubs, occasional events at Guildhall	Red
Sports facilities (doing & watching)	Sports Centre, Tilsley Park, Vibrant local sports clubs (play & watch)	Green
Decent traffic system	Congestion at rush hour and school run times, poor perception	Red
Pleasant environment	Beautiful river, nice countryside, historic buildings, good parks	Green
Leisure shopping	Good independent stores but little clothing, technology, etc	Amber
After work/weekend life	Good range of clubs/societies, but limited evening economy	Amber

Overall 

 Green = overall this group is well served by Abingdon's offer

 Amber = overall this group is partially served by Abingdon's offer

 Red = overall this group is not well served by Abingdon's offer

An overall RAG score was given for the segment as a health check for the methodology, allowing the strategy team to assess whether the overall look and feel of the assessment for each segment matched their personal knowledge and input from relevant groups. However the overall score for each segment was not carried forward into the next stage of the analysis so it is not key to the outcome.

5.4 Listed needs emerging from segment analysis

Below is given the full summary of needs that were assessed as being either red or amber: ie: these are areas where Abingdon needs to improve or significantly improve its offer in order to appeal successfully to one or more segments of our market. Some needs were felt to apply to more than one segment and in this case the number of segments where the need arose with a red or amber score is given alongside the description. (This is a reference point only. There was no weighting given to projects where they had received more mention because this was felt to be partly due to overlaps between segments.)

After discussion with various councils it was agreed that some areas were already firmly within the remit of an existing body, whether local authority or national government department, and the Partnership should here keep a watching brief, ensure Abingdon was receiving a fair share of attention and resources, and lobby or influence to achieve positive outcomes. For the Partnership, independently initiating projects in these areas was not advisable. The areas that were deemed to be of this nature are in lighter text in the list below.

Red Areas		Amber Areas	
Vibrant nightlife/evening footfall/late shopping	x4	Specific gaps in shopping mix (fashion, tech, teenage)	x6
Lively music and entertainment	x3	Social focal points	x4
Footfall in town centre	x2	Night-time safety (perception)	x3
Tourist information, interpretation	x2	Hotels and meeting facilities	x2
Single major visitor attraction	x2	Clean environment and lighting	x2
Marketing of Abingdon	x2	Restaurants with holiday ambience	x1
Traffic (perception)	x4	Clustering of empty shops	x1
Influence retail mix/character of town	x1	Councils visibly supporting business	x1
Lower business rates and rents	x3	Free shopper parking	x2
Larger retail units	x1	Public transport within Abingdon	x3
Town centre attractiveness to volume traders	x1	Good schools	x1
Rail links	x1		

6. Assessing the List of Potential Projects

6.1 Source of project ideas

Project ideas come at us thick and fast. There is never a shortage of them, from the list of more than 150 made at the first consultation exercise and published in the Choice Newsletter, to the ideas passed on by council contacts, to the requests from businesses and community groups. Our analysis of how far these projects would meet the 23 needs we had identified as either red or amber was applied to 43 project ideas. We included existing projects in the analysis so that we could health-check whether the projects we were already doing made sense under this strategic approach as well as under the “action oriented” approach that had governed our earliest days. We further included some projects which we know will be handled in the near future by other bodies (such as Town/District Council).

Over 40 ideas cross referenced against over 20 needs produced complex enough charts for both ourselves and the public to handle! They are shown in appendices 2 and 3. To have analysed the many more that had been mentioned at various times would have been redundant effort as the resources of the Partnership are limited and clearly a line had to be drawn somewhere. The 43 were selected using a common sense approach which removed projects that seemed to lack the prospect of results worthy of the effort and risk associated with them.

6.2 Initial Project lists

To aid processing, and remind us of the need to end up with a balanced portfolio of projects, the list of 43 projects has been grouped into three themes but many projects could fall into more than one theme category and indeed the best ones always do. The themes are:

- Tourism
- Community
- Business

Initiatives with main impact on tourism

- 1 Walk leaflets/cycle maps
- 2 Town Maps
- 3 Large MG Museum
- 4 Hydro Scheme with visitor centre
- 5 Antiques Market
- 6 Assess and improve leisure offer Abbey Meadow
- 7 Larger redevelopment of Abbey Meadow as leisure offering
- 8 Assess and improve leisure offer far side of river
- 9 Brown tourism signs on approach roads
- 10 Summer Festival (one or two week package and main event)
- 11 Riverside Tourist Information point for summer season
- 12 Signage, interpretation linking river to town
- 13 Improve public toilet provision
- 14 Develop Sunday trade
- 15 Interpretation plaques
- 16 Provide coach stops in town
- 17 Participate in Vale wide tourism book
- 18 Better cycle routes and racks provision
- 19 Tourism website for Abingdon (also i-app)

Brown text denotes an existing project and purple text denotes a project known to be going forward under the control of another body.

Initiatives with main impact on community

- 20 A community web portal for Abingdon (also i-app)
- 21 Community Shop scheme
- 22 Gazebos scheme
- 23 Whats On Leaflet
- 24 Guildhall as scheduled-entertainment venue
- 25 Guildhall as meeting facility
- 26 Guildhall Cinema
- 27 Art exhibition space
- 28 Physical promotion of events (banner sites, TV screen)
- 29 General clean up/litter/bins etc

Brown text denotes an existing project and purple text denotes a project known to be going forward under the control of another body.

Initiatives with main impact on businesses

- 30 Loyalty Card scheme
- 31 Local Excellence Market
- 32 Offer free car parking
- 33 Charter Development phase one
- 34 Improve look and feel of Charter car parking provision
- 35 Co-ordinate and promote evening opening of shops
- 36 Promotional work to attract independent retailers
- 37 Promotional Campaign to support current independent retailers
- 38 Shopfront improvement grant scheme
- 39 Christmas shopping events and support for Extravaganza
- 40 Youth Evening Economy/entertainment drive
- 41 Evening Economy drive (mature sector)
- 42 Support both business organisations
- 43 Promote local business to business activity

Brown text denotes an existing project and purple text denotes a project known to be going forward under the control of another body.

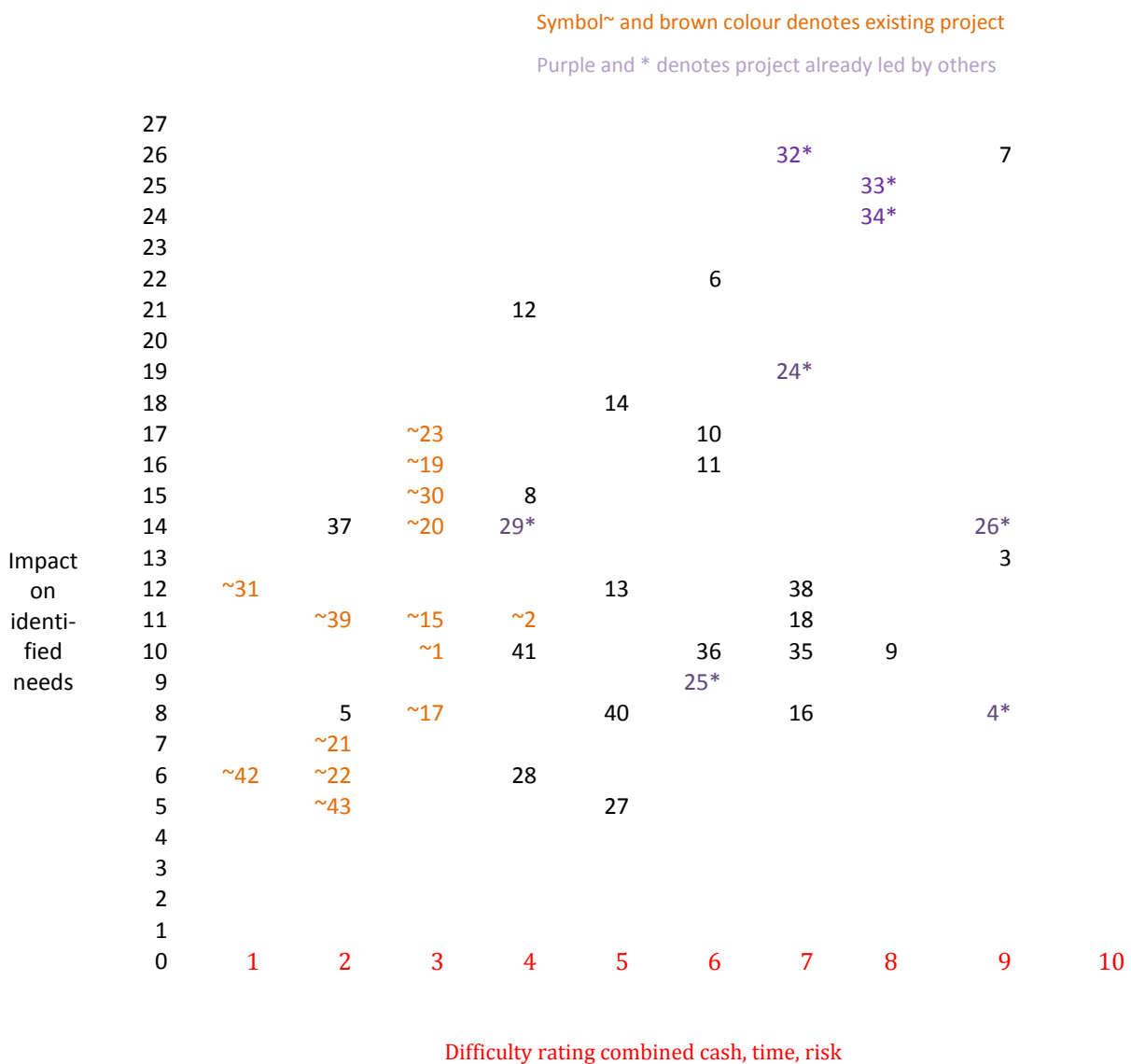
6.3 Scoring of projects against identified needs

The 43 projects were given a 0, 1, 2, or 3 rating against the red or amber needs that had been identified for all the different segments. The scores were then totalled to give an overall assessment of the potential value of a project in “closing the gap” between what user groups want and what Abingdon gives them.

Additionally all projects were then also given a “difficulty assessment” similarly based on a numerical value total made up of individual scores (0, 1, 2, or 3) for financial cost, risk of non-delivery and time spent.

The full analysis spreadsheets are reproduced in the appendix. Below is the visual outcome summary which shows all projects plotted to show how they rated on both scoring systems.

Plotting of projects impact vs difficulty



6.4 How to read the outcome chart

Using the x and y axes, we are able to show an image that shows how projects rate for both difficulty and value: the further to the right that a project appears, the more difficult we assessed it to be and the higher up a project appears, the more it is expected to be of value in meeting unmet needs.

Below are some key points to look out for:

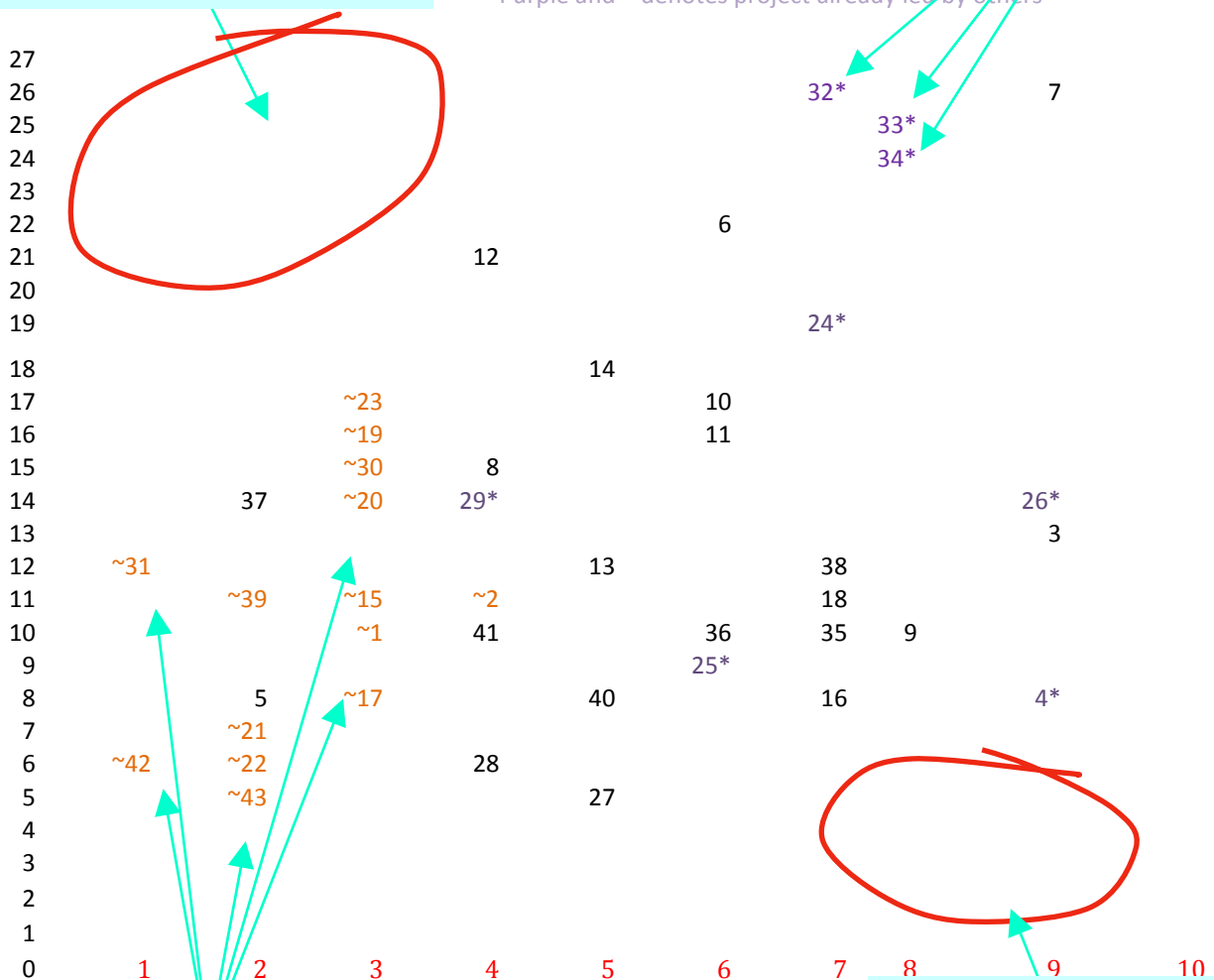
Projects in the top right hand corner are those which scored highly on both axes; hard to achieve, but of high value when they are achieved. It is therefore not surprising to find that some of the projects we expect that the councils will take forward are in this area. (purple) With their bigger budgets and greater resources it is sensible that they are taking forward such projects that will have great benefits for the town.

Plotting of projects impact vs difficulty

A project in the top left corner would be one which is easy to achieve and very high in result value. Anything this obvious should already have been picked up by any competent council, business or community group, so there will be a lack of new project ideas showing in this area.

Symbol ~ and brown colour denotes existing project

Purple and * denotes project already led by others



A project on the left hand side would be one which it was felt would be easy to achieve. We focused on these "quick wins" in the early days, and this is why there are so many existing projects (brown) coming up in this area of the chart. Even those with medium or low values in terms of results are still "worth it" because of the relative ease with which they could be completed.

A project in the bottom right hand corner would be one which was felt to be hard to achieve, and of little value when achieved. One might be tempted to just call these "stupid ideas"! It was mentioned earlier that some common sense screening had been done to reduce down the project list and this would explain why there are no projects showing in this corner.

6.5 Using the outcome chart to reduce the project list

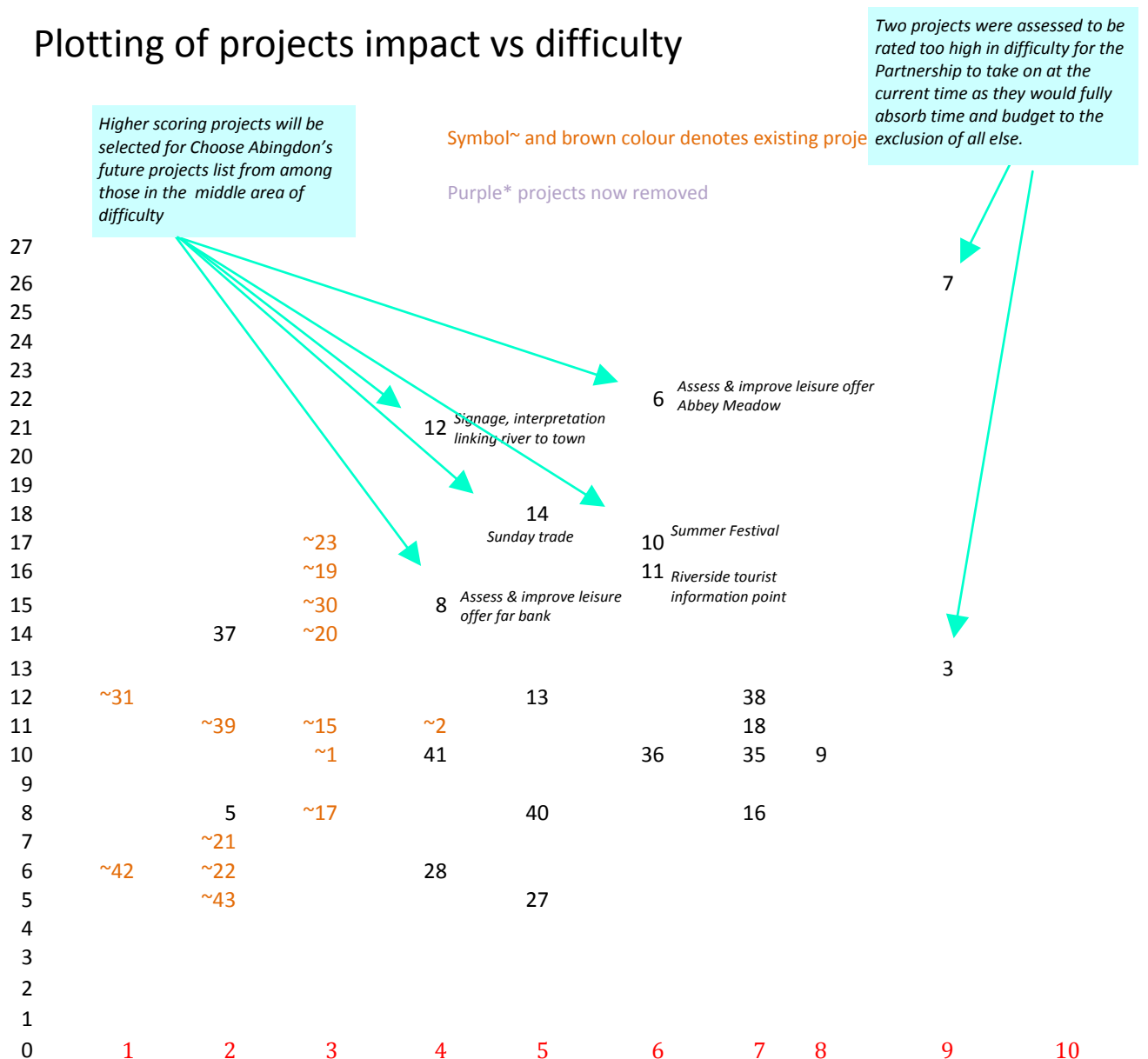
The existing projects (brown) all scored well enough that they should be continued and those being taken forward by others (purple) could of course be taken off the Choose Abingdon list except to note that where we can assist with these projects we would of course do so.

The task was now to use the chart to assist in selecting the remaining projects against a further analysis of time and budget constraints so as to produce a final list of projects that were achievable within a given cycle.

Two projects were assessed to be rated too high in difficulty for the Partnership to take on at the current time as they would fully absorb time and budget to the exclusion of all else. These were a large MG Museum and a leisure development on the river bank. The Partnership is not however precluded from starting the process of looking into the feasibility of these ideas.

Of the remaining projects those scoring high on the value scale will be key targets for Choose Abingdon from 2012 onwards: these emerged with a common theme; tourism. As a package of projects they will potentially achieve even more for the town than our current scoring predicts as the synergy of one working with another should increase the overall effect.

Plotting of projects impact vs difficulty



6.6 Final proposed project list

Below is shown the final list produced from the analysis as being the most suitable deck of projects for the Choose Abingdon Partnership to undertake from 2012 onwards. It is envisaged that this would again be a two or three year cycle of activity.

Tourism will clearly become the major theme of the Choose Abingdon Partnership in this cycle, with other projects for community and business being continued and added to so as to maintain the momentum that has been built up to date.

Early assessment indicates that this will be a very full project load for the Partnership Manager and it is envisaged that the start of some of these projects will be staggered to distribute the workload.

Tourism Selected Group of Projects		
1	Walk leaflets/cycle maps—continue series	10 3
2	Town Maps—add locations	11 4
6	Assess and improve leisure offer Abbey Meadow	22 6
8	Assess and improve leisure offer far side of river	15 4
10	Summer Festival (one or two week package and main event)	17 6
11	Riverside Tourist Information point for summer season	16 6
12	Signage, interpretation linking river to town	21 4
13	Improve public toilet provision	12 5
14	Develop Sunday trade	18 5
15	Interpretation plaques	11 3
17	Participate in Vale wide tourism book—distribution phase	8 3
19	Tourism website for Abingdon (also i-app) - continue development	16 3
Total		185 54
Community Selected Group of Projects		
20	A community web portal for Abingdon (also i-app) - continue development	14 3
21	Community Shop scheme—continue	7 2
22	Gazebos scheme—continue	6 2
23	Whats On Leaflet—continue with lower area coverage	17 3
28	Physical promotion of events (banner sites, TV screen)	6 4
Total		50 14
Business selected group of projects		
30	Loyalty Card scheme—continue and develop	15 3
31	Local Excellence Market—continue	12 1
37	Promotional Campaign to support current independent retailers	14 2
39	Christmas shopping events and support for Extravaganza	11 2
42	Support both business organisations	6 1
43	Promote local business to business activity	5 2
Total		75 18

7. The Tourism Focus

7.1 Tourism building blocks—the work to date

The tourism opportunity for Abingdon will now become the main focus for the Partnership. It is certainly an area where our ability to work with a range of other bodies such as councils, businesses and community groups can most successfully produce results. The analysis on previous pages showed that this group of projects is likely to have a high impact on the needs identified through the segment analysis.

So far Choose Abingdon has addressed the tourism market in a small way with new town maps, two walks leaflets under way and a joint collaborative project with the Vale of White Horse DC, plus Faringdon and Wantage, which is producing the 52 Things to Do book. A video has also been produced which features some of the town's best events and now includes footage of the riverside, walking, boating and cycling. These projects were all building blocks that had to be created in order to begin a visitor economy drive and it is important that in our next phase we maximise our use of these now that we have spent time and money creating them.

7.2 Understanding the market in depth

Choose Abingdon will lead a project package that begins with a properly conducted survey of visitors coming to the riverside areas of the town, and aims to fully understand our visitor market; who they are, where they are coming from, what they are there for and what services they currently use in the town. The work will also then seek to identify where the opportunities lie for development of that market;

- to increase visitor numbers
- to ensure strong linkage of river to town so that visitors are brought into the town centre
- to help the retail sector in Abingdon understand and engage with this market
- to increase the average length of stay of an Abingdon visitor
- to increase the average spend in the town of an Abingdon visitor

It is envisaged that this work will be commissioned from a professional source as the scope needs to be sufficiently wide and the results sufficiently robust for this to form the basis of the town's tourism strategy for many years to come. It will be assessed whether this work should be done in conjunction with the wider area and other towns before the research project begins.

This research will help us get our marketing effort right. If we know more about what type of person really enjoys Abingdon, what magazine they might read, where they live, then we can make sure that we are telling those people about our walks leaflets, about the 52 tourism book, getting them to watch our Abingdon video on U-tube....if we are hitting the right people and talking about the things they care about to start with, the chances of our marketing effort paying off go up enormously.

We will also use the research package as a chance to benchmark so that any improvement in visitors can be more easily monitored and the relationship with our activities noted.

7.3 Tourism project delivery

The projects within the tourism package will be adapted, deleted or increased according to what we learn from the research. For example, if public toilet provision along the river bank turns out to be a matter of little concern to our visitors then we will gladly drop the topic in favour of something else that emerges as being of more importance! In any case it is unlikely that Choose Abingdon budgets will be sufficient to resolve such an issue and this would also be an example of a project where our role would be to explore the options working with the statutory bodies who are responsible for such provision and assist in finding an affordable solution that gives the best outcome to attract more visitors and repeat visits to the town. Other projects we may be able to fund and manage ourselves with either business support or volunteer assistance.

8. The Future Shape and Income of the Partnership

Appetite for a Business Improvement District has dropped amongst the town centre businesses and the present trading climate makes the option of paying even 1% more on the rates unpalatable to most of them. The Vale District Council looked into a BID in 2010 and concluded that it was not something that they would recommend at the time.

The Partnership has looked at alternative forms of governance and has concluded that at present the single board structure (with ad hoc working groups feeding into this when a project requires) is the most agile and versatile structure for the Partnership and one that should be maintained for the time being at least.

However there is an overall understanding that the Partnership should make stronger efforts to gain increased involvement and support of particularly the larger businesses in and around the town, a process successfully begun with the Abingdon Business Park Exhibition in September. Eventually this may necessitate increasing the number of places on the board, which may in turn make the present structure unfeasible. At this point work done previously on looking at other governance structures will inform any decision to change the way the Partnership works.

Whilst focusing on the tourism agenda it will also be an aim to link the projects with business sponsors and to increase the level of private sector contributions that the Partnership attracts. For this reason the Partnership would still consider itself viable even if less public funding is derived from the three contributing councils than has been the case in the past three years, if the reduction comes about on a sliding scale basis to allow time for replacement funds to be sought.

Appendix 1. Segment Analysis Detail

Below are given the results of the needs analysis for each segment:

Segment Summary - Young Families

Need	Current Offering	RAG
Play Facilities	Playgrounds, Leisure Centre, Snakes & Ladders, Parks	Green
Extra curricular educational activities	Sports Clubs, Tilsley Park, Vibrant Library, sports clubs, scouting etc	Green
Good Schools	Good primary, improving state secondary, good independents	Yellow
Things for kids to do	M&T Groups, Daytime clubs & societies, drama/dance/music	Green
Safe environment	Town feels safe, community police, accessible medical facilities	Green
Family activities	Family restaurants, town events, no focal area eg cinema, bowling	Yellow
Kids shops (clothes, toys, etc)	Good independents plus tescos but limited kids clothes stores	Yellow

Overall



Segment Summary – Independent Young People

Need	Current Offering	RAG
Vibrant Night Life	Limited, Strattons, Football Club, some good pubs	Red
Lively music & entertainment	Live music at some pubs (bit old fashioned)	Red
Fashion & Beauty Shopping	Nice independents & beauty offering, little fashion etc	Yellow
Leisure & Tech shopping	Limited, some offering at tescos and fairacres but less in centre	Yellow
Sport and exercise facilities	Sports Centre, Tilsley Park, Vibrant local sports clubs, local gyms	Green
Space for social gathering	Parks and river area, no focal area eg cinema, bowling, no e-Stuff	Yellow

Overall



Segment Summary – Adult Men

Need	Current Offering	RAG
Good pubs & restaurants	Good pubs, especially real ale, Some good restaurants eg curry	Green
Lively music & entertainment	Live music at some pubs, occasional events at Guildhall	Red
Sports facilities (doing & watching)	Sports Centre, Tilsley Park, Vibrant local sports clubs (play & watch)	Green
Decent traffic system	Congestion at rush hour and school run times, poor perception	Red
Pleasant environment	Beautiful river, nice countryside, historic buildings, good parks	Green
Leisure shopping	Good independent stores but little clothing, technology, etc	Yellow
After work/weekend life	Good range of clubs/societies, but limited evening economy	Yellow

Overall



Segment Summary – Adult Women

Need	Current Offering	RAG
Range of pubs, restaurants and cafes	Good in centre, poorer in resident areas	Green
Good buses within Abingdon and to Oxford	Good to Oxford, variable within Abingdon	Yellow
Accessible range of shops for household needs	Good supermarkets, basics in centre & some estates	Green
Interesting shops for browsing/leisure & hairdressers/beauticians etc	Nice independents & beauty offering, little fashion etc	Yellow
Lively music & entertainment	Live music at some pubs, occasional events at Guildhall	Red
Sports & exercise facilities	Sports centre, clubs & gyms	Green
Pleasant surroundings for family & friends	Picturesque town, parks, river, walks, cycling, boat hire, etc	Green
Activities, interest groups, cinema	No cinema, good range of clubs/groups but under-publicised	Yellow

Overall



Segment Summary – Retired People

Need	Current Offering	RAG
Range of pubs, restaurants and cafes	Good in centre, poor in resident areas, old style pubs a loss	Yellow
Good buses within Abingdon and to Oxford	Good to Oxford, variable within Abingdon (isolation), bus passes	Yellow
Accessible range of shops, health facilities & library	Library & Health Centre good, poor disabled access, Basic shops in centre but gaps	Yellow
Cultural activities, interest groups & entz, inc participatory activities	Generally excellent (arts, drama, sport, music)	Green
More mainstream leisure activities	Some pub/club events, but no cinema, bingo or similar	Yellow
Churches and faith groups	Generally good	Green
Pleasant walks, access to countryside and trips further afield	Picturesque town, parks, river, coach, steamer trips etc	Green
Safe environment	Community policing; n'hood watch, evening centre threatening	Yellow

Overall



Segment Summary – Independent Traders

Need	Current Offering	RAG
Good footfall & high occupancy rates	Footfall feels low, occupancy better than average but clustered	Red
Clean environment & lighting	Beyond market place, tidiness and lighting is very mixed	Yellow
Positive Abingdon marketing	Good work from ChAP, Loyalty Card, etc – but loads to do	Red
Free car-parking	On its way – will need good promotion	Yellow
Good road & public transport	OK public transport, lacking within town, roads bad perception	Yellow
Lack of control around retail mix and character of town	Planning rules provide little ability to influence this	Red
Lower rentals and business rates	Out of control of local councils	Red

Overall



Segment Summary – Multiple Retailers

Need	Current Offering	RAG
Good footfall	Footfall feels low, lots of local shoppers go to Oxford/Didcot, high leakage	Red
Large retail units	Out of town yes but not in centre, charter and bury st devts?	Red
Town centre attractiveness to volume traders (a big draw)	Very few stores which attract shoppers into town, clustering?	Red
Free car-parking	On its way – will need good promotion	Yellow
Good road & public transport	OK public transport, lacking within town, roads bad perception	Yellow
Lower Rates	Out of control of local councils	Red

Overall



Segment Summary – Large Employers

Need	Current Offering	RAG
Skills availability	Strong science skills (Milton science park, university, RAL)	Green
Transport Links	Major arterial road (A34), no rail, perception of traffic congestions	Yellow
Hotel & Meeting facilities	3 hotels, guildhall being renovated	Yellow
Council supportive of business	ChAP, town centre wifi	Yellow
Business Premises	Milton Park, Fairacres, McD estate	Green
Nice place for staff to live & work	Nice market town, reasonable housing, limited lunch activities	Green
Lower rates	Out of control of local councils	Red

Overall



Segment Summary – Evening Economy

Need	Current Offering	RAG
Good public transport	Good services to & from Oxford, Didcot & Villages, not estates	Yellow
Message that Abingdon safe	Good in day but too quiet nights feel threatening, no actual trouble	Yellow
Positive Abingdon marketing	More evening events, promote existing stuff (gig guides etc)	Red
Free car-parking	Most car parks free after 6pm, maybe needs more promotion	Green
Evening footfall	Very quiet weekday evenings, better on Fri/Sat nights	Red
Good lighting in and around town	Generally well lit, some gaps around alleys & paths	Green
Late night shopping	Currently town dead after about 6 except for some pubs/restaurants	Red

Overall



Segment Summary – Day Visitors

Need	Current Offering	RAG
Pleasant relaxing day out	Lots to do but all short activities, improving with museum	Green
Information and interpretation	Maps good, signage ok, could do more with what we have	Red
Beautiful buildings, gardens, scenery	Yes – lovely river, historic buildings, parks/gardens	Green
Cafes, restaurants (lunch, tea)	Good choice of nice cafes, little choice by the river (Old Gaol?)	Green
Gift shops	Not really much range (especially on Sunday)	Yellow
Parking supply close to activity & generally good transport links	Parking good, road fine with A34, rail & coach poor	Yellow
Single major visitor attraction would help	All attractions small scale/short	Red

Overall



Segment Summary – Weekend & Holiday Visitors

Need	Current Offering	RAG
Everything as per day visitors chart	Good offering but tourists not well served logistically & no big draw	Yellow
Range of quality overnight accommodation	Little in town, various in surrounding area	Yellow
Range of quality evening restaurants with holiday ambience	Some choice but restricted in town, Old Gaol may help	Yellow
Safe and unthreatening evening ambience	Town safe in reality but ambience not encouraging in evening	Yellow
More encouragement to try activities & public transport	Existing walkers and boaters well served but little for inexperienced	Red

Overall



Appendix 3. Spreadsheets for Scoring of Project Difficulty

Measuring the challenge presented by each proposed project.

	Time	Cash	Risk of non-achievement of project.	TOTAL
Initiatives with main impact on tourism	0=no challenge, 1=small challenge, 2=medium challenge, 3=			
1 Walk leaflets/cycle maps	2	1	0	3
2 Town Maps	3	1	0	4
3 Large MG Museum	3	3	3	9
4 Hydro Scheme with visitor centre	3	3	3	9
5 Antiques Market	1	0	1	2
6 Assess and improve leisure offer Abbey Meadow	2	2	2	6
7 Larger redevelopment of Abbey Meadow as leisure offering	3	3	3	9
8 Assess and improve leisure offer far side of river	2	1	1	4
9 Brown tourism signs on approach roads	3	2	3	8
10 Summer Festival (one or two week package and main event)	3	2	1	6
11 Riverside Tourist Information point for summer season	2	2	2	6
12 Signage, interpretation linking river to town	2	2	0	4
13 Improve public toilet provision	2	2	1	5
14 Sunday opening	1	1	3	5
15 Interpretation plaques	2	1	0	3
16 Provide coach stops in town	3	2	2	7
17 Participate in Vale wide tourism book	2	1	0	3
18 Better cycle routes and racks provision	3	2	2	7
19 Tourism website for Abingdon (also i-app)	2	1	0	3
Initiatives with main impact on community				
20 A community web portal for Abingdon (also i-app)	2	1	0	3
21 Community Shop scheme	1	1	0	2
22 Gazebos scheme	1	1	0	2
23 Whats On Leaflet	1	2	0	3
24 Guildhall as scheduled-entertainment venue	3	3	1	7
25 Guildhall as meeting facility	3	3	0	6
26 Guildhall Cinema	3	3	3	9
27 Art exhibition space	1	2	2	5
28 Physical promotion of events (banner sites, TV screen)	3	1	0	4
29 General clean up/litter/bins etc	2	1	1	4
Initiatives with main impact on businesses				
30 Loyalty Card scheme	2	1	0	3
31 Local Excellence Market	1	0	0	1
32 Offer free car parking	3	3	1	7
33 Charter Development phase one	3	3	2	8
34 Improve look and feel of Charter car parking provision	3	3	2	8
35 Co-ordinate and promote evening opening of shops	3	1	3	7
36 Promotional work to attract independent retailers	2	1	3	6
37 Promotional Campaign to support current independent retailers	1	1	0	2
38 Shopfront improvement grant scheme	2	3	2	7
39 Christmas shopping events and support for Extravaganza	1	1	0	2
40 Youth Evening Economy/entertainment drive	2	2	1	5
41 Evening Economy drive (mature sector)	2	2	0	4
42 Support both business organisations	1	0	0	1
43 Promote local business to business activity	1	1	0	2

“..to encourage the development of Abingdon; promote what the town does well; influence agendas important to the town’s development; co-ordinate activities which don’t neatly fall into other bodies’ remits”



Choose Abingdon Partnership
Strategy for 2012 and onwards

Published November 2011