



**HARDISTY JONES  
ASSOCIATES**



URBAN RENEWAL IN DEVON TOWNS

# Bideford Regeneration Strategy



October 2022





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## Document control

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# 1 Introduction

1.1 This document is the draft regeneration strategy for Bideford, prepared by the Bideford Regeneration Board, supported by Devon County Council's Urban Renewal programme, Torridge District Council and Bideford Town Council.

## Background

1.2 Devon County Council established its Urban Renewal programme to support transformational growth in eight coastal and market towns in Devon, including Bideford.

1.3 The Urban Renewal programme comprises four stages:

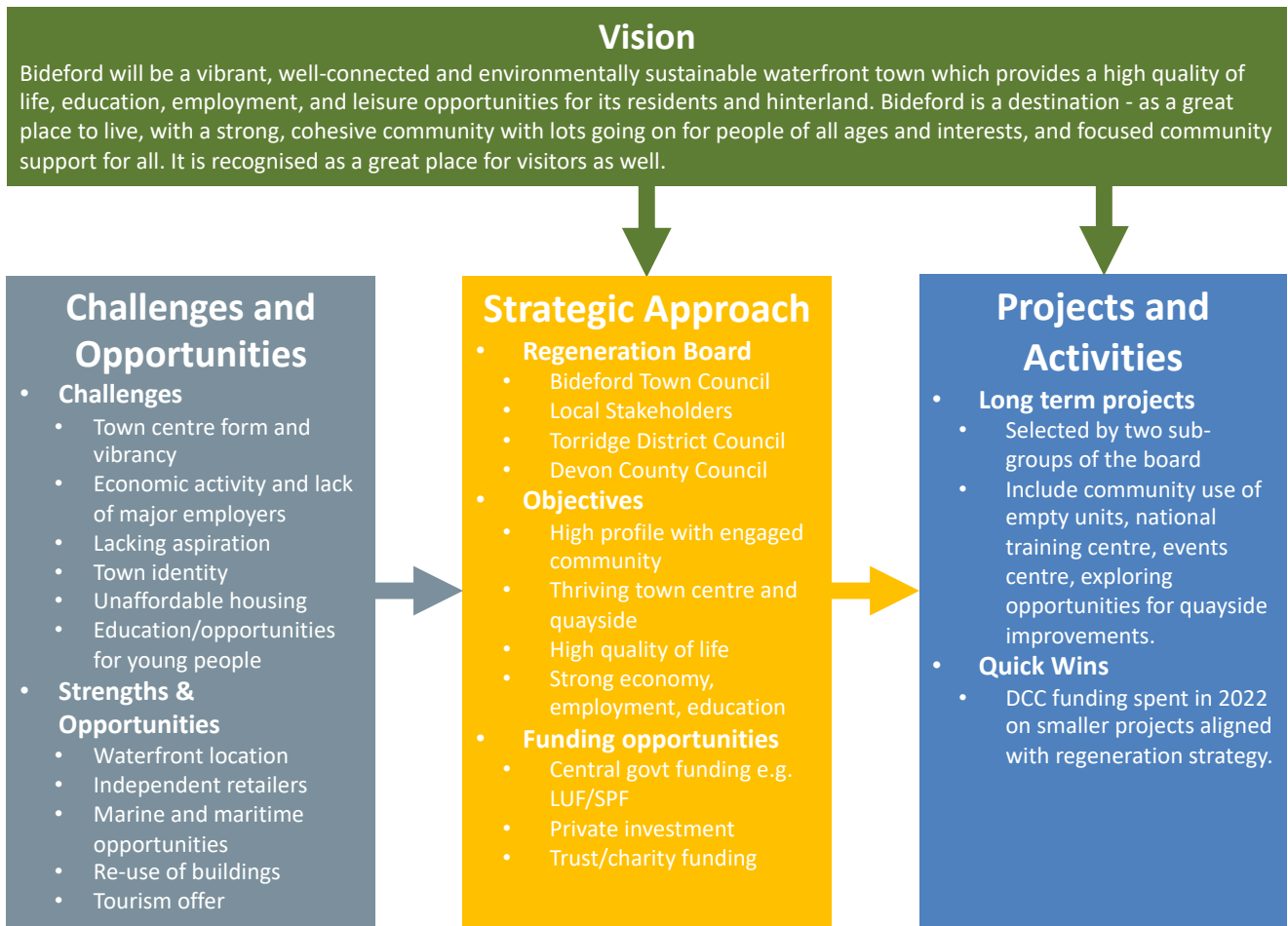
- Establish a strategic regeneration board
- Prepare a Regeneration Strategy
- Prepare a Business Case for a priority project
- Implement quick win projects

1.4 The regeneration strategy sets out the Vision for Bideford, which was informed by challenges and opportunities identified by the board as well as socio economic research.

1.5 The strategy then outlines objectives for the future growth of Bideford. Projects are being identified by the Regeneration Board that align to these strategic objectives and are being prioritised based on how well they contribute to achieving the objectives, their affordability and how manageable they are. Based on these criteria, quick win projects will be earmarked, and a Business Case will be prepared for a more significant project.



**Figure 1:1 Process for Urban Renewal in Bideford**



## Vision

1.6 The ten-year vision for Bideford, set out below, has been drafted by the Bideford Regeneration Board.

Bideford will be a vibrant, well-connected and environmentally sustainable waterfront town which provides a high quality of life, education, employment, and leisure opportunities for its residents and hinterland. Bideford is a destination - as a great place to live, with a strong, cohesive community with lots going on for people of all ages and interests, and focused community support for all. It is recognised as a great place for visitors as well.

By 2027 it will be well known as a bustling town centre and quayside area that hosts leisure activities throughout the day and into the evening, as well as regular events which underpin community enjoyment whilst also attracting many visitors. The town is making active steps towards net zero. The historic and unique town centre will be home to diverse businesses, with town centre working being possible in a range of facilities, from co-working and serviced offices to creative making spaces. With an appealing retail, hospitality and leisure offering creating a strong experience economy, including wet-weather attractions, Bideford will be a town that the community is proud of and are keen to contribute to both its present and its future. Culture and the creative arts are thriving, with the Burton at Bideford at the heart of activity, contributing to the town being an attractive locality.



By 2032 there will be a wider range of accessible residential housing units throughout the town, with all new development being net zero. Bideford will have a strong economy with education, training, employment, and career progression opportunities for people of all ages, particularly the young. It will retain and attract high-value SMEs and large employers from a variety of sectors with emphasis on clean maritime and inter-connected innovation work around science and technology, as well as in clean energy and creative arts. The tourism and leisure sectors contribute to the economy on a stronger basis throughout the year, underpinned by appreciation and celebration of our beautiful local environment within the North Devon UNESCO Biosphere Reserve.

Young people can see both high-quality jobs and global-leading Higher Education activity within Bideford Bay. As a result they are inspired to succeed within education and then stay within Bideford Bay to have successful careers.

## 2 Context

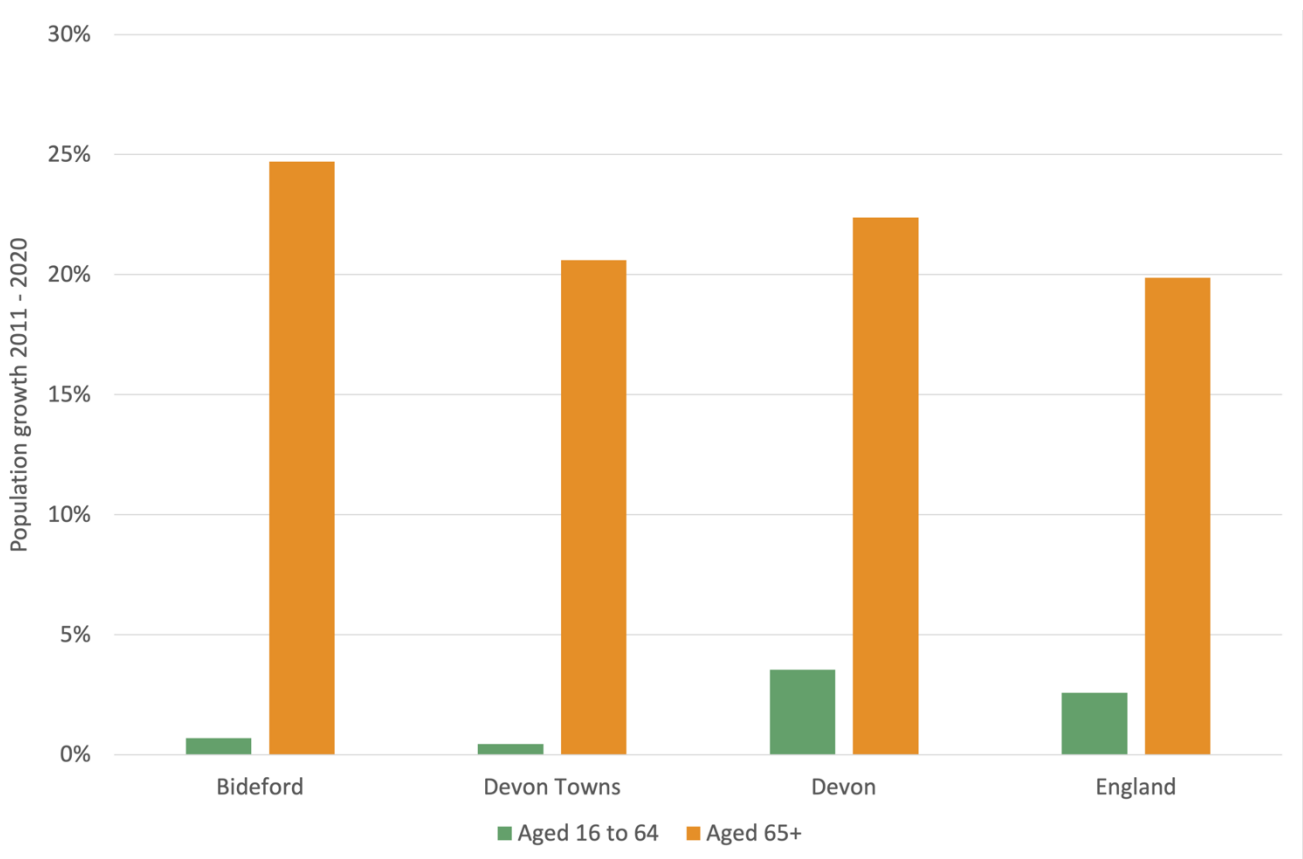
2.1 This chapter sets out the most up-to-date socio-economic data and policy available for Bideford. This includes work previously undertaken by the Onion Collective in advance of the Future High Street Fund bid in 2020, which involved extensive consultation with Bideford residents and stakeholders. It helps to build an understanding of the potential drivers of future economic growth in the area as well as identify challenges to the local economy.

### Labour Market

2.2 In 2020 Bideford was the fourth largest town in Devon, with an estimated population for the Built Up Urban Area (BUA) of Bideford of 31,500<sup>1</sup>, although the Parish of Bideford had a population of 16,600 according to the 2011 Census of Population. The BUA experienced population growth of 8% between 2011 and 2020, likely due to new housing development. This rate of growth is greater than the average for the 25 Devon towns<sup>2</sup> which grew by 6%, as well as the South West and England which experienced growth of 7% and 6%, respectively.

2.3 The population aged 65 and over grew by 25% over this period, at a rate higher than the average for the comparator towns in Devon. There was almost no change in the working-age population, compared to a growth of 4% across all towns in Devon.

**Figure 2:1 Population growth in Bideford and comparators, 2011 - 2020**



<sup>1</sup> Source: ONS Population Estimates

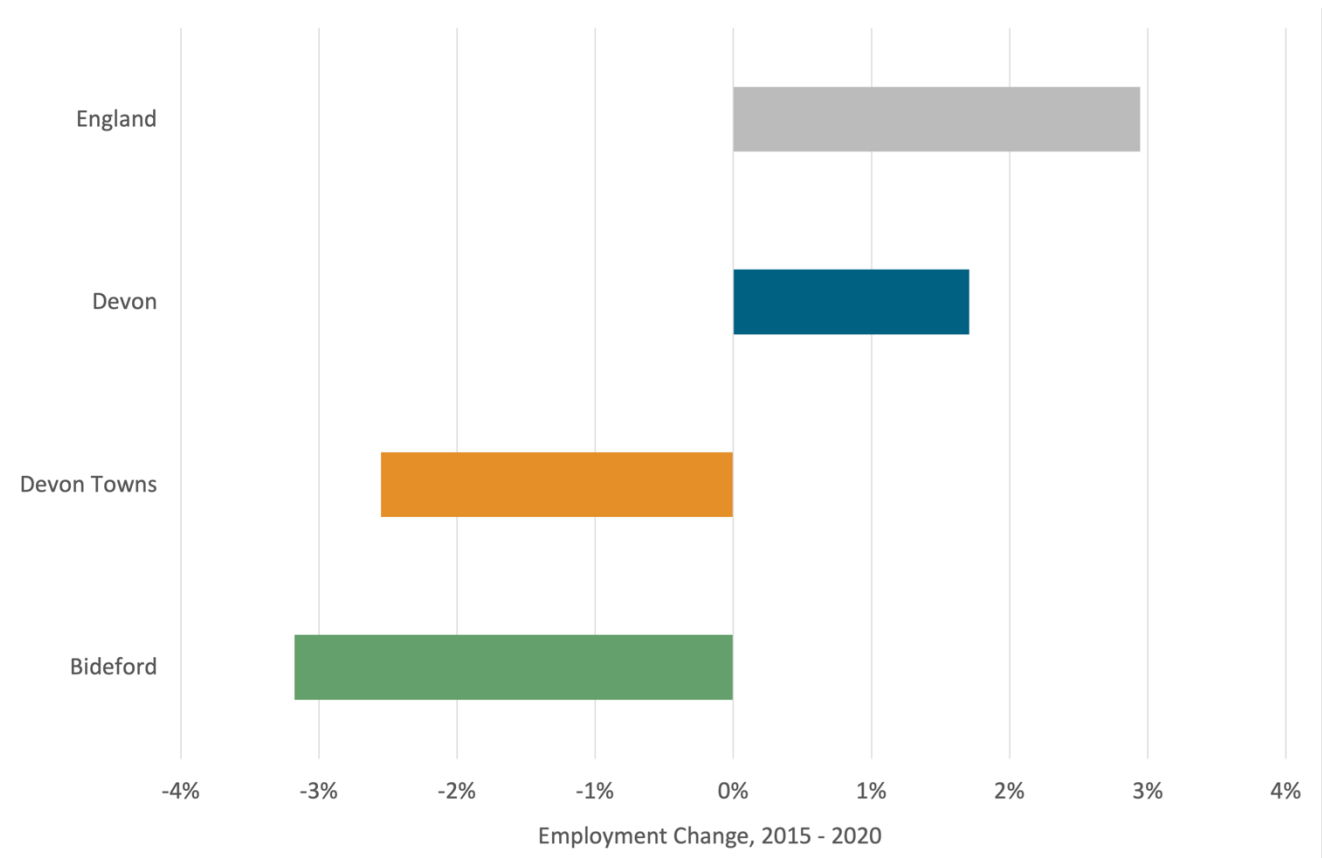
<sup>2</sup> These are all towns in Devon with an estimated population greater than 5,000 in 2020. Cranbrook has been excluded as a comparator area as a new town will see significant growth above what will be seen in established towns.

Source: ONS Population Estimates, 2021

## Economic activity

2.4 There were 9,600 people in employment in Bideford in 2020<sup>3</sup>. Employment fell by 3% between 2015 and 2020 which is in line with the average for Devon towns, but compares poorly to the growth experienced in the South West and England (3%). Over the same period, business births per year has increased from 200 to 360 across Torrridge<sup>4</sup> suggesting that businesses are becoming more confident to begin trading in the district.

**Figure 2:2: Employment change, 2015 - 2020**



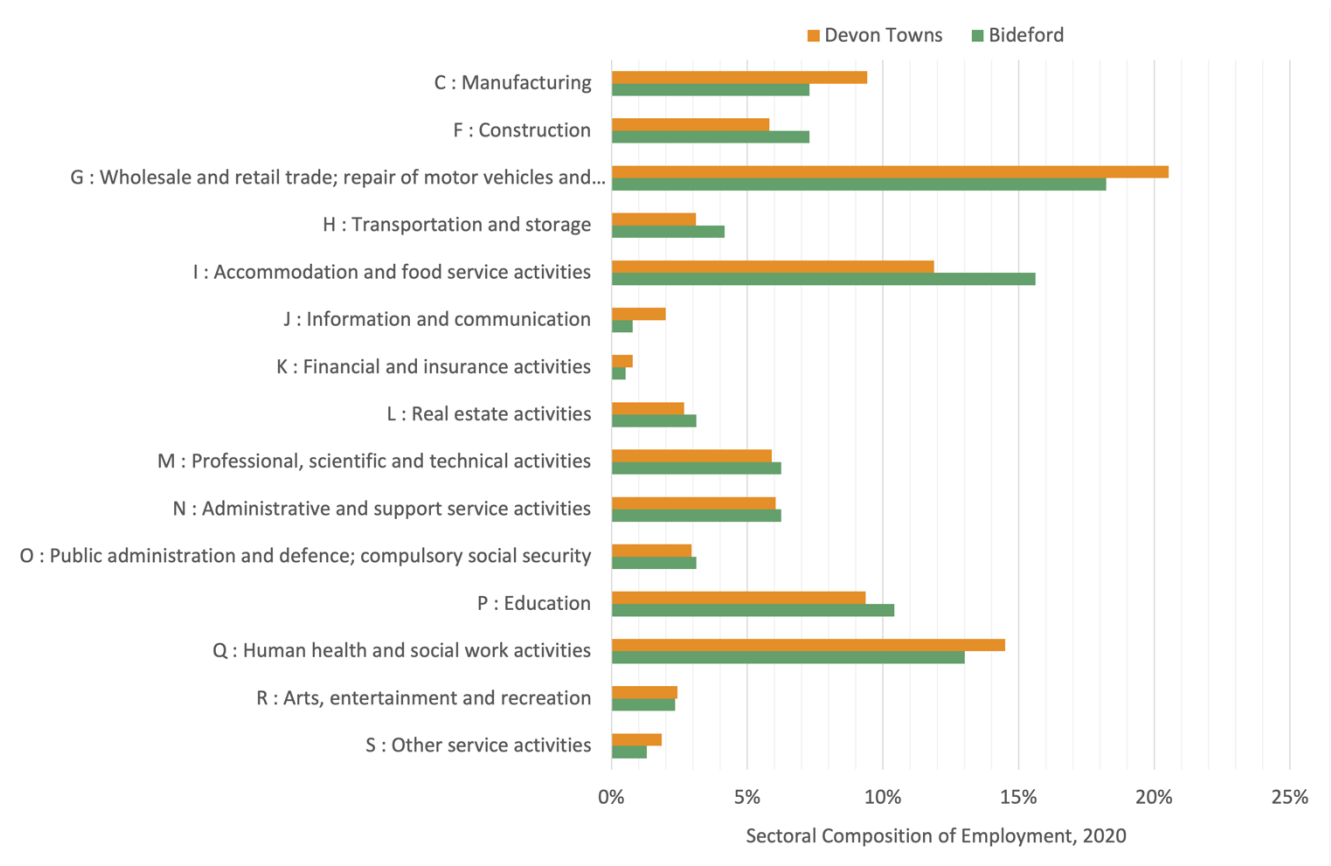
Source: ONS Business Register and Employment Survey, 2021

Figure 2.3 shows that the distribution of employment across sectors is similar to the Devon towns average.

<sup>3</sup> Source: ONS Business Register and Employment Survey. Note that these figures do not include those working in the Agriculture, Forestry and Fishing sector as this data is unreliable at a town level.

<sup>4</sup> Enterprise Births, Deaths and Survivals, Business Demography 2020, ONS. Please note that the lowest geographical level the data is available for is District Authorities. The data is not available for Built Up Areas.

Figure 2:3 Sectoral Composition of Employment, 2020



Source: ONS Business Register and Employment Survey, 2021

2.5 The employment ratio (of workers to residents) in Bideford is 0.30, which is lower than the average Devon towns ratio of 0.37. There was a significant commuting outflow of workers from Bideford (in 2011), with 12,400 leaving the town to work elsewhere each day<sup>5</sup>. 8,900 travelled into the town to work, so the net position is an outflow of commuters.

2.6 Figure 2.4 shows that the number of people claiming benefits principally for the reason of being unemployed in Bideford has recovered to pre- pandemic levels. This supports anecdotal evidence of staff shortages in Hospitality and Tourism sectors in Bideford. Comparatively, the claimant count in Devon in April 2022 was 36% higher than at the start of the period, and in England the claimant count was 41% greater. As a proportion of the working age population (aged 16–64) in July 2022<sup>6</sup>, Bideford had the 11th highest claimant count of all towns in Devon.

2.7 The number of claimants as a proportion of the working age population in 2019, before the Covid-19 pandemic, was 2.6%, which was more than double the average for Devon towns (1.2%)<sup>7</sup>.

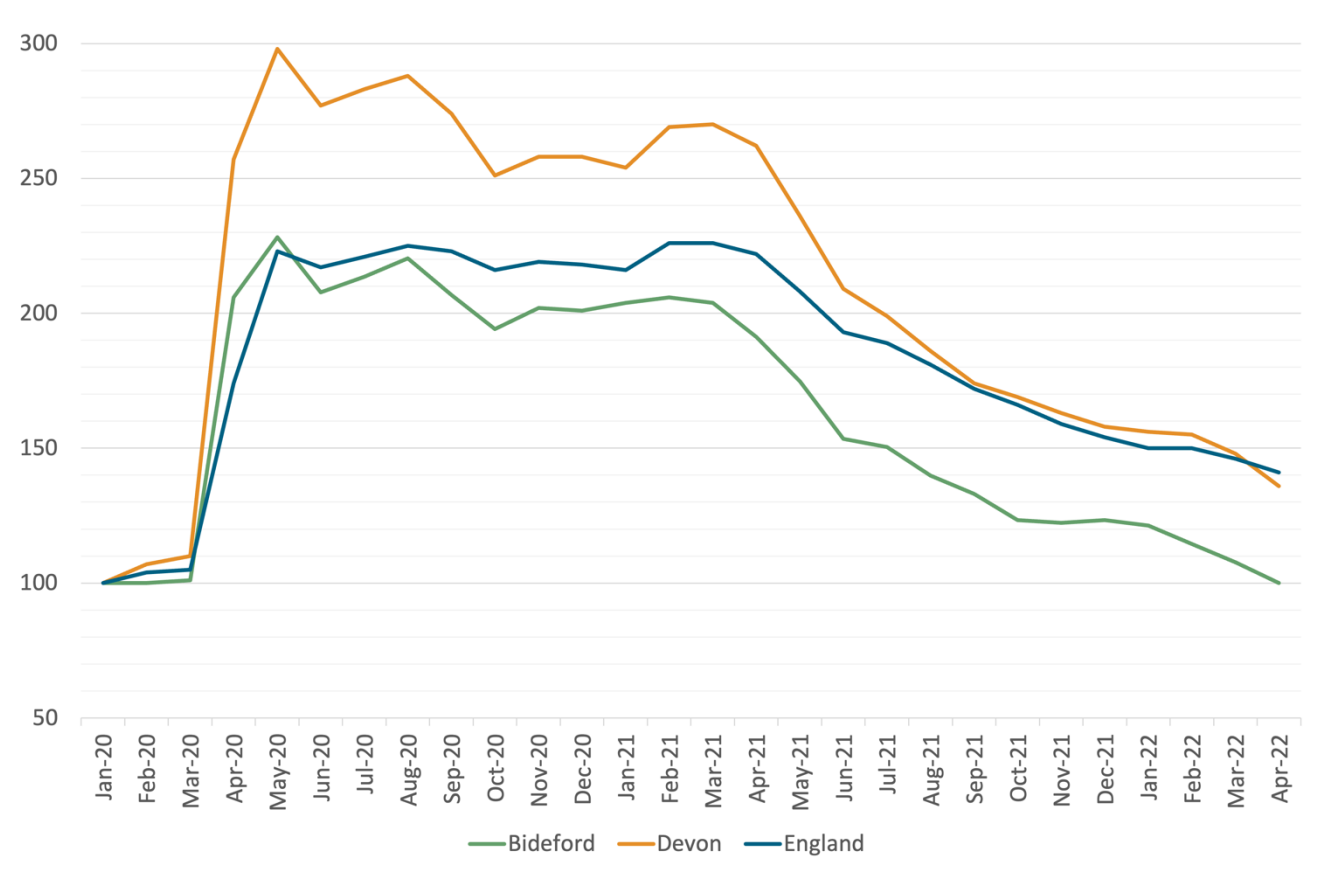
<sup>5</sup> Source: Census 2011

<sup>6</sup> This calculation is based on Claimant Count figures from July 2022, and the latest Population Estimates from 2020.

<sup>7</sup> Source: Claimant Count by Sex and Age



Figure 2:4 Indexed claimant count Jan 2020 - April 2022 (Jan 2020=100)



Source: ONS Claimant Count by sex and age, 2022

## Deprivation and vulnerability to future decline

2.8 Bideford is the second most deprived of the 25 towns in Devon according to the Index of Multiple Deprivation (IMD) 2019.

2.9 In HJA’s own study of the vulnerability of towns to future decline, we have constructed three measures of vulnerability:

- Bideford is ranked third of 25 towns for vulnerability to the impacts of Covid-19 (based on employment in sectors vulnerable to Covid-19 impacts, and changes to the claimant count in 2020 and 2021)
- It is also ranked second of 25 for structural vulnerability (based on the population age structure, Index of Multiple Deprivation, income data in the IMD, and claimant count as a proportion of the working age population)
- It ranks first for combined vulnerability (i.e. vulnerability to Covid-19 and structural vulnerability)

2.10 The Devon County Council vulnerability index (May 2021) ranks the Bideford Town Centre ward 11th in Devon and the highest ranked ward in the local authority area.

2.11 There are two schools in Bideford that offer sixth form education; an independent boarding school (Kingsley School) and Bideford College which at the latest inspection (2022) “2 – good”. This provides an ideal springboard moment to support the growth of skills and aspirations in the town and community.

2.12 Bideford had a retail vacancy rate of 10.2% in July 2022. This compares well to the GB average of 14% in the same month. However, anecdotal evidence suggests that vacant units tend to be larger in size which has a greater impact on the retail offer in the town centre. Challenges also surround the limited range of shops available in Bideford, resulting in local people looking elsewhere to purchase comparison goods such as clothes. The existing retail offer is somewhat geared towards visitors, with many shops closing at 4pm when visitors leave the town.

2.13 In July 2022 the Local Data Company reported that for many businesses in town centres, trading conditions remain difficult for reasons including extreme staff shortages, rapid increases in the price of goods and materials, rapidly declining loss of consumer disposable income linked to cost of living increases, and low business confidence for the future<sup>8</sup>.

## Local Plan

2.14 The North Devon and Torridge Local Plan identifies Bideford as an important local residential and employment centre, but with some challenges and significant levels of out-commuting. Its future is as a focal point for employment, retail, recreation, and culture for the residents of the town and its hinterland. Creation of more employment and services will make the town more self-contained. Investment in key town centre sites will help with the revitalisation of the town centre and wider town. Creating serviced employment sites will enable business growth in Bideford.

2.15 There are plans for more than 4,000 new homes and over 20 ha of employment land in Bideford over the Local Plan period (to 2031), including three large urban extensions.

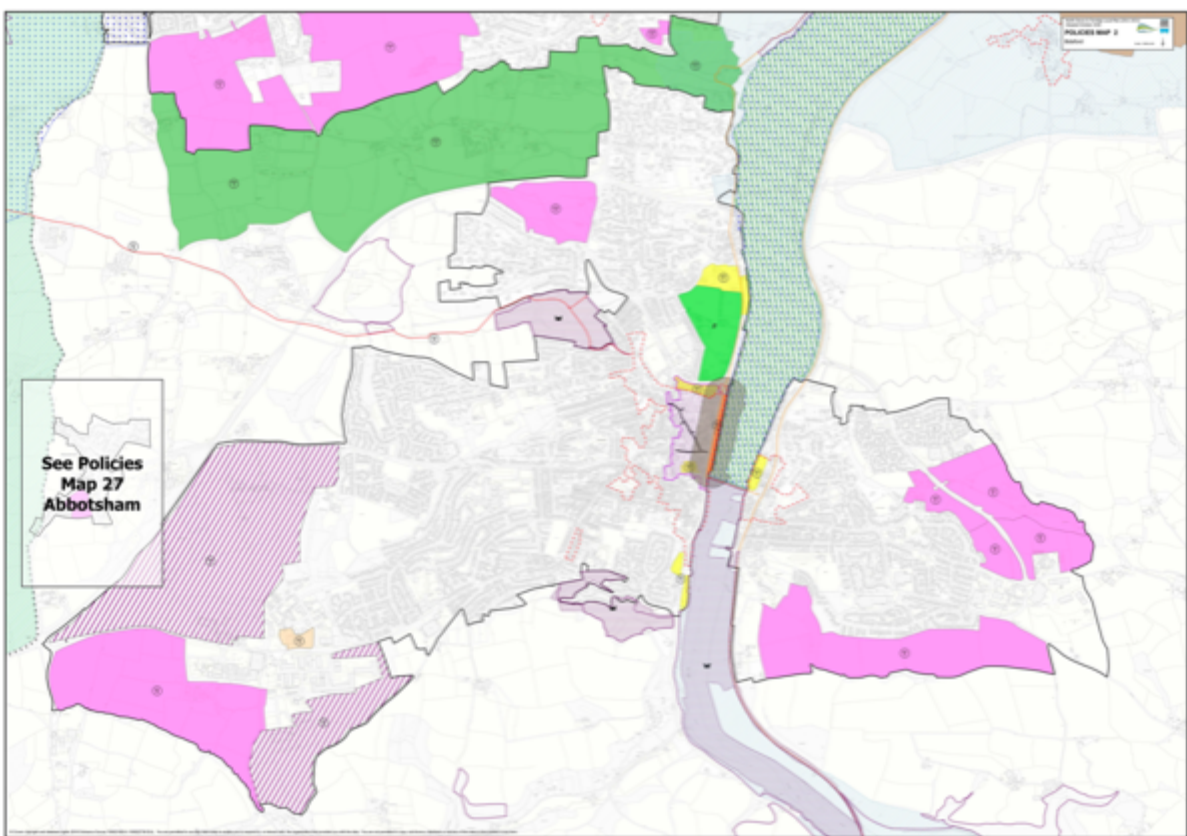
2.16 A Local Plan Review is currently being initiated and it is foreseen that this Vision will feed into the Local Plan's next iteration.

2.17 There has been some progress in developing a Neighbourhood Plan in recent years, but this appears to have stalled since the Covid pandemic.

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<sup>8</sup> Local Data Company Retail Vacancy Rates for Town Centres – July 2022 Update

Figure 2:5 Local Plan Policy Map for Bideford



Source: <https://consult.torridge.gov.uk/kse/folder/85661>



## 3 Challenges and Barriers to Growth

3.1 The following barriers and challenges have been identified through the baseline data review, policy review, and consultations with local stakeholders including the residents, the Town Council, and District Council.

### Form and vibrancy

3.2 Although the town centre has a lively surface appearance and work is undertaken to keep the town clean and tidy, it lacks energy and vibrancy. Retail units are dispersed, with numerous vacancies. Premises above ground-floor retail are often under-used, and investment in the physical infrastructure is often lacking. There is an out-of-town shopping outlet centre (Affinity) on the edge of Bideford, and nearby Barnstaple is a larger retail destination with a wider comparison-shopping offer. Both factors have constrained the potential of Bideford town centre as a retail destination. Consolidation of the retail offer into a focused area, together with investment in buildings and the public realm would create a more attractive and vibrant town centre retail area. As well as the retail offer, there is a lack of activities and experiences available for locals and tourists.

3.3 There are a number of car parks, which are under-utilised, potentially providing opportunities for development in the town centre. The town lacks an indoor event space, although the Pannier Market could potentially be developed for this purpose.

### Economic activity

3.4 Employment fell in Bideford in a time in which it grew in benchmark places. Bideford has a relatively low number of jobs for a town of its size and significant out-commuting, mentioned above, particularly to Barnstaple where there are more and better-quality jobs. Apart from retail, there is little employment in the town centre. Much employment in the town is low-skilled and seasonal, leading to many young people leaving the town for employment opportunities elsewhere. Levels of skills and social mobility are low in Bideford. Overall, there is a need to create new and better-quality employment in Bideford. Given the cultural shift towards remote working, there is scope for more people to work in the town, either from home or from co-working space.

### Aspiration and opportunity

Challenges in this area include:

- Lack of career aspirations and opportunities, and lack of ambition
- Few high skilled employment opportunities
- Lack of FE and HE delivery
- Local residents have a poor perception of the town

### Identity and community

Challenges in this area include:

- No strong brand for the town
- Lack of aspiration in the population
- No events coordinator to organise a programme of events throughout the year
- Lack of a brand and marketing direction for the town

## Accessibility and Competition

3.5 The geographic isolation of Bideford heightens the need for good quality public transport options. There will continue to be employment, education, training, service, and leisure opportunities in Barnstaple that will not be provided in Bideford. There is a need to strengthen the tie between the school and the nearest further education institutions, not only through an improved bus service to enable better access but by encouraging wider community engagement with both schools. An improved bus service between the two towns will enable Bideford residents to access these, without detracting from the growth potential of the town. Active travel initiatives such as eBikes would help improve connectivity by capitalising on the commuting and decarbonising opportunities presented by the Tarka Trail.

3.6 The town has a limited leisure and tourism offer beyond its retail role. There is little marketing of the town. There are only a few restaurants and hospitality venues in the town centre. Bideford has the potential to attract more visitors as part of the tourism and leisure offer across northern Devon i.e. providing a town/retail/wet weather component alongside the beaches and rural environment of the wider area.

## Vision and growth

3.7 Whilst there is a high level of aspiration for the future of Bideford, there is a lack of coordinated planning for how the town might develop. There is no statement of an aspirational vision for Bideford with wide buy-in from all parts of the local community (including residents, businesses, community organisations, the Town Council, and other local authorities). A clear and widely shared vision statement would help to focus aspirations and development efforts.

3.8 The business community is enthusiastic about the potential for the town, but is not working closely with the Town and District Councils to steer future growth, although it is keen to do so.

## Education

3.9 There is no Further Education provision in Bideford, with the nearest provision at Petroc College in Barnstaple. Improving access to further and higher education, through both better access to Petroc College and better remote access to online provision will help to tackle the low level of skills in the town. However, Learn Devon are also developing their own Adult Education provision within the town as part of the co-location project with Bideford Library.

## Housing

3.10 Housing is largely unaffordable to local residents, and there is a limited provision or a range of tenures. Where edge-of-town developments have been built, they are often poorly serviced and poorly connected to the town centre. More homes are needed in the town, and they must be better connected to the town centre and the rest of the town.

3.11 As house prices increase in Bideford and Devon as a whole, fewer people of working age can afford to live in the town, and choose to leave in search of more affordable areas to live. This results in a greater proportion of the population being over 65. Devon County Council has a strategic housing task force that is looking into this issue.



## 4 Strengths and Opportunities

4.1 The following strengths and opportunities have been identified through the baseline data review, policy review, and consultations with local stakeholders including the Regeneration Board, Town Council, and District Council.

### Strengths

Particular strengths that have been identified include:

- Waterfront/quayside, coastal location, market/harbour town
- Marine opportunities, but need for better/more active use of waterfront and quayside e.g. cafes, restaurants, cultural events
- Natural environment: river frontage and Victoria Park
- Close community
- Quality of life in the town and the wider area
- Opportunity for a sustainable lifestyle
- Marine heritage
- Heritage buildings
- Arts and creative opportunities
- Support for active travel initiatives e.g. e-Bikes and greater use of the Tarka Trail

### Independent retailers

4.2 Bideford has many independent retailers, with a focus in Mill Street, which are providing an increasingly wide range of shopping, although there is still the need for more variety. Despite having faced some challenges through the Covid-19 pandemic, independent retailers remain a strength to the town and are key to Bideford's identity. The town centre retail offer in Bideford needs to complement rather than compete with the Affinity outlet centre on the edge of Bideford and the retail offer in Barnstaple.

4.3 There are also some employers in the local area which offer strong career development and growth opportunities (e.g. Harland and Wolff).

### Re-use of buildings

4.4 There are a number of vacant buildings in the town centre. The Town Hall is under-utilised and the adjacent library will soon be vacated. These buildings offer potential for development, possibly to include co-working/business space as well as experiences, community functions and residential. Greater provision of workspace in the town centre would enable more people to work in the town (for all or part of their working time), and contribute to the town centre vitality.

### Enhanced visitor and tourism offer

4.5 There is potential to develop the visitor and tourism offer in Bideford, including through investment in the waterfront, quay, maritime heritage and exploiting the arts offer. Pedestrianisation of some areas would make the environment more attractive. The Pannier Market is under-utilised and could be better used for events as well as markets, experiences and retail.

Combining investment in the physical environment with a series of events, festivals and markets would help to draw more people into the town.

## Workspace and home-working

4.6 Opportunities for flexible and remote working mean that many people who currently work elsewhere or commute out of Bideford could work in the town or town centre. Some may work at home, but others would prefer to work in co-working spaces. Provision of such spaces, along with some business support, would help new-start businesses as well as existing businesses and remote-working employees. The Bridge Buildings have recently been bought, with the intention of creating a managed office and co-working space.

## Marine and maritime opportunities

4.7 The Harland & Wolff Appledore Shipyard is an important local asset and provides high value employment opportunities. Understanding the development plans for the shipyard and aligning training, skills and business support activity to this will be important to the growth potential of the local economy.

## Personality and identity

4.8 Developing an ambitious net zero plan, supporting local weekly markets, establishing a strategy for empty units and creating a significant cultural venue for music, theatre, and events would help Bideford form a clearer identity.

## Infrastructure and assets

4.9 Opportunities include creating a more welcoming entrance to the town centre, improving the street scene, improving accessibility through cycle routes and e-Bikes, and encouraging more options for outdoor activities on the river and in nature.

## Agency and enterprise

4.10 Encouraging businesses to hire apprentices and promote career progression will help ensure employers' skills requirements are met locally. It is essential that a more joined-up business support provision be developed which is also more clearly signposted to support businesses.

## Community and connectedness

4.11 This includes support for social sector organisations, providing young people with their own space, creating facilities for the elderly and vulnerable, promoting community projects and clubs and generally improving social connectedness.

## 5 Current and planned actions

5.1 Torrridge District Council worked with Igloo Regeneration to develop a town centre regeneration project at Isaac's Yard to deliver significant change in the town centre, providing co-working space, business support, training opportunities, cultural opportunities, residential units and food and drink outlets. A bid was submitted to both the Future High Street Fund and Levelling Up Fund for this project but was ultimately unsuccessful. Although this is currently not being progressed the site could be considered again for mixed-use development.

5.2 A Levelling Up Fund bid was submitted in July 2022 for the development of Middle Dock site in Appledore for a Clean Maritime Innovation Centre, to bring university research partners, businesses, and innovation activity to the local area. Petroc College is developing relevant FE and HE courses partly on-site, enabling local residents to train for the opportunities that will be created.

5.3 A residential, retail and hospitality scheme is being delivered at Brunswick Wharf in East the Water, following public investment in remedial works to the harbour wall.

5.4 Bids have been submitted to the Cultural Development Fund and the Shared Prosperity Fund to support the development of a financial and legal model to bring vacant units back into use, including use by community and cultural organisations.

## 6 Strategic Approach

6.1 This chapter sets out the objectives, drawn from the challenges and opportunities detailed above, to support the vision for Bideford and the mechanisms in place to achieve these.

### Regeneration Board

6.2 The Board has an advisory, not statutory role. It will shape and guide the future regeneration of the town, setting out a vision and direction for the future of the town, with a view to increasing inward investment. It will advise the District and County Council and other investors and funders about the town's challenges and opportunities, to inform their local activity and investment.

6.3 The Board represents the town, including its residents, Town Council, businesses, and institutions including education and health. It also includes the stakeholders who will help deliver support for future economic growth (e.g. the District and County Councils).

6.4 The Bideford Regeneration Board comprises members from: Bideford Town Council, Torrington District Council, Devon County Council, Bideford College, local businesses, local residents (including a 16-18 representative), Bideford Town Centre Partnership, and representatives of the voluntary, arts, and cultural sectors.

6.5 Two sub-groups of the Regeneration Board have been established, one for each of:

- Strategy, vision, and objectives
- Projects

6.6 The work of the two sub-groups will be iterative and intertwined, as each will inform the other. Working together, the two sub-groups shall:

- Identify a key project (or small group of closely aligned key projects) from the list for which an outline business case will be developed by the consultancy team, supported by local authority staff. This business case will be used to support future funding bids.
- Identify some quick win projects which help to deliver the objectives of the Regeneration Strategy. These can be capital or revenue projects and must be delivered in the summer and autumn of 2022.
- Continuously review and add to the list of projects, identifying the most suitable for funding in accordance with the grants available.

### Objectives

6.7 The specific objectives to support the ten-year vision for Bideford, set out below, have been drafted by the Bideford Regeneration Board.

#### A high profile with an engaged enthusiastic community

- Bideford will have a strong brand/image and a high-quality online/social media presence
- The town will host regular events throughout the year
- There will be an outstanding two-way community communication connecting residents to the town, services, and what's happening whilst also allowing the town representatives to communicate easily with the residents. This is also reflected through a range of volunteering opportunities, allowing people to feel actively involved in their town and support its development

- There will be focused delivery of community support, available to all residents, both physically and digitally

### **Thriving town centre and quayside area**

- The town centre will be a high-quality environment, with few vacant units. When units do become vacant there will be a proactive scheme to connect entrepreneurs and community projects with building owners to ensure that those spaces can be productively occupied.
- The community feels more engaged with the town centre, which serves it better through a range of support, cultural and leisure activities as well as offering a strong retail and hospitality offering
- The quayside will be better used for leisure and hospitality activity
- The Pannier Market will be fully integrated into the town centre's wider rhythms. It will be regularly used, including as an events space
- The historic features of the town will be renovated and their profile increased, enabling locals and visitors alike to understand the town's rich heritage.
- Gateways into the town will be attractive and well maintained, creating a welcome in line with the town's brand image
- The town centre will be easily accessible for residents and visitors. Active and public transport provision, including eBikes, will make it easier to visit without using a car, and there will be an extensive vehicle charging infrastructure. The town's off-street parking will be sufficient for when people do have to use a car.

### **Sustainable and high quality of life**

- Bideford will be an enjoyable place to spend time allowing the community to come together for cultural activities and engaging events, as well as making the most of hospitality venues, leisure and sports facilities, including better use of Victoria Park
- Bideford will be a place where people can live and work, finding the right space for their needs in order to be part of a dynamic economic community.
- There will be a wider range of accessible residential units for local people, supporting the development of a stronger 15-minute neighbourhood where people can live, work, socialise and enjoy leisure time within the heart of Bideford and wider Bideford Bay.
- The town will be more sustainable, with renewable energy, eBikes and car sharing schemes being commonplace. The North Devon UNESCO Biosphere will have a stronger sense of visibility and a stronger element of biodiversity and greenery within the heart of the town.
- The built and cultural heritage of the town will be well cared for and celebrated
- Tourism will be less seasonal and will be underpinned by appreciation and celebration of our beautiful local environment

### **Strong growing economy, education, training, and employment**

- The town will have thriving businesses with an emphasis on clean maritime and inter-connected innovation work around science and technology, as well as in clean energy and creative arts.
- A range of facilities will be available, from co-working and serviced offices to creative making spaces, with appropriate business support available to help grow and create jobs.
- Young people can see both high-quality jobs and global-leading Higher Education activity within Bideford Bay. As a result they are inspired to succeed within education and then stay within Bideford Bay to have successful careers.



- The average income of residents and the retention of young people in the town will be significantly improved by the stimulation of higher-paid, higher-skilled employment within Bideford town centre and wider Bideford Bay, supported by a range of appropriate business support programmes, as well as mentor programmes and networking activities
- Bideford Bay will be home to a nationally significant innovation centre focused on environmental futures, stimulating wider clustering and higher-paid employment. This will be accompanied by a skills pipeline to develop capabilities and aspiration from primary school through to foundation degrees within the local community.

## Funding Opportunities

6.8 The primary role of the board is to identify the needs and potential projects for structural regeneration in Bideford. However, the board should maintain a view of funding opportunities and should continue to liaise with Torridge District Council and Devon County Council on potential sources of funding for projects.

6.9 Current examples of potential funding opportunities include:

- Levelling Up Fund
- Community Renewal Fund
- Shared Prosperity Fund
- Rural England Prosperity Fund
- Devon County Council Covid Recovery Funding (Quick Wins)
- Skills development funding
- Cultural Development Fund
- National Lottery funds
- The Bridge Trust
- Private investment, including developer contributions
- Other District and County Council funds

## 7 Actions

7.1 Projects have been identified by the projects sub-group of the Regeneration Board and are recorded in the online Action Tracker (a separate document), which will be continually updated as projects are developed. The Action Tracker also outlines a lead stakeholder, project interdependence, alignment with strategic objectives, estimated cost, funding sources, delivery means and delivery timescale for each project.

## 8 Monitoring and Evaluation

8.1 It will be important to measure the inputs, outputs, outcomes, and impacts of the activities undertaken within this strategy. This information will be used for:

- Monitoring, which involves the ongoing and systematic collection of data to identify what has been delivered
- Evaluation, which is the systematic assessment of the design, implementation, and outcomes of the strategy and activities. It helps to identify the overall impacts, cost-effectiveness, and what can be improved in the future delivery of town regeneration

8.2 Inputs and outputs are specific to each project and will be measured at the town level. Inputs include the spend on the project, staff resources involved in delivering the project, and any other support to the delivery of the project. Outputs include the activities and/or tangible changes delivered by the project e.g. number of people trained, or amount of new workspace delivered.

8.3 Outcomes are the early and medium-term results delivered by the strategy and activities. They will be measured at the town level (likely with District Council support). Examples of outcomes include the level of footfall in the town centre or the number of vacant shop units. Outcomes will be measured against baseline values collected before the activities are undertaken.

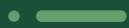
8.4 Impacts are the long-term changes resulting from the strategy and activities. They will be measured by the District/County Councils using national statistics (i.e. ONS data). Examples could include working age population, employment by sector, in/out commuting, or numbers of claimants etc. Impacts will be measured against baseline values collected before the strategy and activities are implemented.



**HARDISTY JONES  
ASSOCIATES**



## Contact



### BRISTOL OFFICE

3rd Floor, The Sion, Crown Glass  
Place, Nailsea, Bristol, BS48 1RB

0117 2355 075

[contact@hardistyjones.com](mailto:contact@hardistyjones.com)

### CARDIFF OFFICE

Fielding House, Thornbury  
Close, Cardiff, CF14 1UT

02921 508 950

