

RECOMMENDATIONS & NEXT STEPS

RESPONDING TO LOCAL PROPERTY CONTEXT

Ryden presented a summary of their research on the local property market (See *Appendix F*) that highlighted:

- The commercial hierarchy and competition from Dundee
- Problems are national: solutions are local
- Kirriemuir has a well-defined and reasonably well-occupied town centre: strong presence of independents
- Scope for property projects and interventions: building on 'CARS' investment
- Pub / rooms requirement & possible mixed use opportunity to service the growing visitor economy
- Possible retail 'gap analysis', testing and formal targeting
- Monitor industrial stock/supply & provide analysis

RECOMMENDATIONS & NEXT STEPS

The Kirriemuir Development Framework and Action Plan that has emerged from the Design Charrette is for all public, private and third sector stakeholders and not just the public sector. Clearly these are very challenging times. Angus Council, along with the rest of the public sector in Scotland, is facing up to a very tough financial climate. The recent 'Brexit' vote increases the uncertainty and risk for new investment. Angus Council budgets are likely to continue to reduce over next few years. Costs are rising while funding is reducing, making it harder to balance Council budgets and protect services.

In this context targeting alternative sources of funding like those outlined in Table 4.1 above will be essential. The funds are often targeted at communities and are particularly 'outcomes driven' with very specific objectives and outcomes. Therefore it will be essential to 'bend' project outcomes to meet the specific funding criteria and set this within the Development Framework and Action Plan that has resulted from the Kirriemuir Design Charrette. The Kirriemuir Development Framework and Action Plan projects are also categorised into short, medium and long term objectives.

Opportunities for 'social innovations' in Kirriemuir like the potential LEADER funded project with Voluntary Action Angus should be explored. There are existing well established organisations like Kirriemuir and Dean Area Partnership, Kirriemuir Regeneration Group who are currently establishing themselves as a Development Trust and the newly established business group KALBA. These three groups in particular need to collaborate closely and establish an agreed strategy and complementary priorities. New ideas (products, services and models) that simultaneously meet the community's needs and create new social relationships or collaborations across existing and new groups should be encouraged. In Kirriemuir these kinds of innovations will both enhance the community and enhance community's capacity to act.

Move To Establish Kirriemuir Development Trust

In the medium term a Development Trust should become the ideal 'coordinating delivery vehicle' to overcome some of the strategic and coordination challenges (See Projects 3.3/3.4) that were identified during the Design Charrette. The Development Trust could be an 'umbrella' community organisation which:

- Was owned and managed by the local Kirriemuir community
- Aims to oversee the sustainable regeneration of Kirriemuir and address specific economic, social, environmental and cultural projects identified in the Development Framework & Action Plan within kirriemuir
- Was independent but seek to work in partnership with other private, public and third sector organisations
- Aimed to reduce dependency on grant support by generating income through enterprise and the ownership of assets

Overall it is essential that Angus Council move quickly and decisively so as to keep up the momentum that has been built up over the Charrette period and drive forward implementation. Experience elsewhere has shown the importance of a respected 'neutral forum' to discuss emerging opportunities, reconfirm priorities, challenge the status quo, provide leadership and act as a proactive partnership vehicle to co-ordinate investment. Kirriemuir is also fortunate in that Angus Council has already established a Communities Team to provide support. In these circumstances two delivery components are recommended:

I. 'Short Life' Delivery Group

A 'light touch' focussed group, with a clear commitment to delivery of the Design Charrette outcomes and the Development Framework and Action Plan priorities should be established. This would comprise relevant members of the community/organisations including Kirriemuir and Dean Area Partnership, Kirriemuir Regeneration Group/Development trust and KALBA, the emerging and individual project 'ambassadors', council officers, and representatives from partner agencies dependent and appropriate to specific actions. The Group would include the individual

'ambassadors' representing groups promoting particular projects like the individuals interested in the built heritage/town trail app and the Community Sports Hub. A number individual 'ambassadors' embraced the charrette approach, eighteen gave short Pecha Kucha presentations at the launch and final presentation events and used the charrette to progress particular proposals.

The 'ambassadors' would be the project champions and provide the fresh energy required to bring about positive change and challenge apathy. The group can also encourage 'social innovations' and maintain communication across different community groups, public and private sectors as well as provide community capacity building. Additional support could be available from Angus Council in the form of equipment, ICT and training where it is required. The group can also play a crucial role by providing tangible evidence in support of funding bids. The group would have an independent chair and monitor progress on delivering Development Framework and Action Plan projects and continue to build consensus around strategic programmes and projects. The principle of establishing a short life Delivery Group was discussed at the Final Presentation on 27 September. The Delivery Group would meet on say four occasions in the first year (including one Pecha Kucha type event for the wider community) and then review progress and agree whether to continue.

The Angus Council officers involved should be of sufficient seniority to take decisions, lead on projects and influence work programmes within their own services. An early task will be to agree lead responsibilities and supporting contributions, set timescales and agree reporting mechanisms for the actions identified in the Kirriemuir Development Framework and Action Plan.

II. Project Coordinator

Initial discussions and experience elsewhere highlights that an action driven Project Coordinator/ Development Worker will be essential to ensure that effective communication between community organisations/ 'ambassadors' and ensure coordinated delivery continues as implementation of the Kirriemuir Development Framework and Action Plan proceeds. The Angus Council Communities Team is already in place and has capacity to take on this coordinating role in the short-term. The Communities Team would be the clear focus for ensuring that public, private and third sector partners carry forward agreed actions and responsible for progressing actions where no individual partner/ ambassador has primary responsibility. In the medium/ longer term if there is need or aspiration to increase the available resource further, then efforts should be made to develop the 'business case' in conjunction with the Development Trust (see above) and secure the additional resource.

RECOMMENDATIONS

Angus Council is invited to endorse the Kirriemuir Development Framework and Action Plan: longer term vision, objectives, strategic programmes and projects as the basis for wider consultation so as to guide future investment decisions in Kirriemuir over the next ten years.

NEXT STEPS

The immediate next steps are as follows:

- Angus Council and partners commit to establishing a short life group with a clear commitment to delivery of the Kirriemuir Development Framework and Action Plan and convene an early meeting. January 2017
- Angus Council to formally endorse the Kirriemuir Development and Action Plan: vision, values objectives, strategic programmes and projects as the basis for wider consultation, so as to guide future investment decisions in Kirriemuir over the next ten years. January 2017

- Angus Council to undertake wider business and community dissemination of the Kirriemuir Development Framework and Action Plan and publish an online Executive Summary. January 2017

- Angus Council to acknowledge the 'fit' between the Kirriemuir Development Framework and Action Plan and the Proposed Angus Local Development Plan that is likely to be adopted in late 2016 and to identify sites in Kirriemuir for Supplementary Planning Guidance: January 2017

- The short life Delivery Group, Angus Council and partners to review progress on delivery of the Kirriemuir Development Framework and Action Plan at an annual event to encourage public, private and third sector partners to review progress and discuss new ways of responding to emerging challenges and opportunities in Kirriemuir . June 2017.



