Purple Flag
Entrants Resource Pack

www.atcm.org
Version 5

Painting the town purple
Excellence in managing the evening & night-time economy
www.atcm.org
FOREWORD

Purple Flag’s aims are to raise the standard and broaden the appeal of town and city centres at night. Purple Flag is the benchmark for good night time destinations. Town and city centres that achieve a Purple Flag will be those that are safe, diverse, vibrant, appealing, well-managed and offer a positive experience to consumers.

The Purple Flag methodology includes an independent assessment of performance based on a unique set of standards – the Core Agenda. Town and City centres that reach or surpass these standards can fly the flag, so providing a golden opportunity to present them in a positive light and in their true colours to consumers, residents, and visitors alike.

Market testing shows that stakeholders believe a Purple Flag can bring the following benefits:

- Strong partnership working relationships
- A raised profile and an improved public image
- Wider patronage
- Increased expenditure
- Increased footfall
- Lower crime and anti-social behavior
- A more successful mixed-use economy
- Stronger diversification (enticing a wide and varied consumer offering)
- Regeneration and development to an area
- Positive perceptions

Purple Flag is managed by the Association of Town Centre Management (ATCM) in partnership with central and local government, the police, professional groups, business, industry and consumers.

“Purple Flag is striving to create town and city centres that offer a clean, safe vibrant and diverse evening and night time economy (ENTE). The programme will help to drive up standards, celebrate achievement and replace negative perceptions with positive visions of success”

Shanaaz Carroll, Interim CEO, ATCM
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1. INTRODUCTION

This pack provides practical guidance and details for all who plan to enter Purple Flag programme. It is based on extensive research and development by ATCM and the former Civic Trust, including:

- A three-year programme of research into the night time economy, supported by central government
- Twenty good practice case studies
- NightVision pilot projects in 8 locations
- Development of the Purple Flag accreditation scheme with national policy makers and stakeholders
- Purple Flag Pathfinder projects in Westminster, Manchester, Birmingham, Kingston, Bath and Oxford
- Practical experience of operating Purple Flag since its launch in October 2010

"PURPLE FLAG IS WORTHWHILE"

Purple Flag is intended to be practical and supportive. The market testing indicates that stakeholders believe that the Purple Flag process is worthwhile in itself. The standards and methodology can help in drawing the partners together, in establishing a baseline, taking stock of performance on the ground and developing a strategy for the future.

“The Purple Flag in Aberdeen has led to a considerable growth and strengthening of the weekend planning partnership in ensuring that a night out in Aberdeen is safe, vibrant and memorable. Aberdeen’s pride in being the first city in Scotland o secure and retain the Purple Flag is matched by the level of crossed sector collaboration to deliver meaningful and positive outcomes in the city centre.”

Ross Grant. Project Manager, Aberdeen inspired

“Purple Flag is an invaluable audit for Bournemouth, a point of reference for every aspect of our night time economy against which we measure achievements and set new targets. The pressure of annual assessments ensures that the weak areas are addressed and our strengths maintained and further improved. It forms an essential part of our ENTE strategy.”

Jon Shipp. Night Time Economy Co-ordinator, Tourism Destination Development

“Purple Flag has been a great platform in Southend to bring together agencies from the public, private and third sector into a partnership, to tackle local issues associated with the night time economy. It has been the medium by which those sectors can work towards achieving a common aim – the safety of prosperity of a town centre at night.”

Simon Ford. Group Manager, Community Safety and Chair Southend Purple Flag Working Group
2. THE PURPLE FLAG CORE AGENDA

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

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

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

A separate sheet on each Core Agenda theme follows in which we set out:
- Our concern
- Our aspiration for Purple Flag
- A minimum threshold requirement
- The Purple Flag Attributes

In the Core Agenda Chart Guide we supply further information. We set out some potential evidence sources that may be used to support the standards claimed and we suggest some beneficial outcomes that may be looked for as a result.
3. WELLBEING
WELCOMING, CLEAN AND SAFE

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

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

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

PURPLE FLAG ATTRIBUTES
1. Safety. Proportionate levels of visible, effective policing and active surveillance
2. Care. Responsible guardianship, customer care and concern for community health
3. Regulation. Positive and proactive licensing and regulation
4. Services. Appropriate levels of public utilities
5. Partnership. The active involvement of business in driving up standards
6. Perceptions. A valid and positive presentation of the area to customers
4. MOVEMENT
A SECURE PATTERN OF ARRIVAL, CIRCULATION AND DEPARTURE

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

OUR ASPIRATION
Getting home safely after an evening out is of prime importance to everyone. So too is the ability to move around the centre with ease. A comprehensive approach may be needed for all types of movement, if centres are to function adequately and be appealing after daytime hours.

PURPLE FLAG MINIMUM THRESHOLD
Some form of appropriate late-night public transport provision.

PURPLE FLAG ATTRIBUTES

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

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

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

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

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

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

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

**PURPLE FLAG MINIMUM THRESHOLD REQUIREMENT**
A diversity of land uses. A convenient and attractive destination at night.

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

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

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

PURPLE FLAG MINIMUM REQUIREMENT
A momentum of collaboration between sectors, agencies, service providers and policy-makers.

PURPLE FLAG CRITERIA FOR SUCCESS
1. Data
   A sound statistical base for policy-making and action
2. Strategy
   Positive strategic objectives and targets
3. Coordination
   Public policy co-ordination and focus
4. Leadership
   Clear responsibilities for policy and action
5. Partnership
   Multi-sector endorsement and commitment
6. Community
   A dialogue with consumers and residents
The aim is to underpin the programme with sound metrics. As far as possible, entrants should supply statistical evidence for these KPIs to support claims made in the Purple Flag Snapshot, this will also be required at the interim and full renewals. These and other factual evidence will be used by assessors and the Accreditation Panel in considering the validity of standards claimed. For successful entrants they will be used to monitor progress year on year.

ATCM therefore asks entrants to produce what they can with available data. KPIs 1 & 3 should be possible for everyone. KPIs 4 and 5 will be possible for those who monitor footfall regularly and have carried out recent perception surveys. KPIs 6 and 7 will be achievable for those who have made a special study of the sector, or who have bought in relevant consumer and market data from suppliers.
9. PREPARING YOUR ENTRY - WHAT YOU DO

WHAT WE REQUIRE
The documents we need to assess your entry are:

- Entry form & Fee
- Purple Flag Map (See Section 10)
- Purple Flag Snapshot (See Section 11)
- Purple Flag Self-Assessment Conclusions Chart (See Section 13)
- Digital photographs for publicity (both low and high resolution versions)

N.B: A separate full set of guidelines to help with completing your snapshot are provided, below is just a brief overview of what is required.

<table>
<thead>
<tr>
<th>1. Register for Purple Flag. Register your intention to go for Purple Flag by completing the Entry Form and sending the appropriate fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Organise for Purple Flag. Secure senior stakeholder endorsement, form a representative Working Group and appoint a Purple Flag Coordinator</td>
</tr>
<tr>
<td>3. Prepare the Purple Flag Map of the area to be assessed and submitted for Purple Flag accreditation</td>
</tr>
<tr>
<td>4. Prepare the Purple Flag Snapshot to present conclusions and statistics on the performance of the area, against the five Purple Flag Core Agenda themes.</td>
</tr>
<tr>
<td>5. Undertake an Overnight Performance Assessment of the area to evaluate the reality on the ground</td>
</tr>
<tr>
<td>6. Prepare the Purple Flag Self-Assessment Conclusions Chart, which is your conclusions on the standards of the area, as agreed by Purple Flag Working Group members</td>
</tr>
<tr>
<td>7. Submit your entry to ATCM. Electronic copies only (combined file sizes of no more than 5MB)</td>
</tr>
</tbody>
</table>
## 9a. PREPARING YOUR ENTRY - WHAT WE DO

### WHAT WE REQUIRE

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- Digital photographs for publicity (both low and high resolution versions)

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<table>
<thead>
<tr>
<th>Receive Purple Flag Entries. Carry out First Sift. Select entries to go forward for formal assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit, Train and Appoint Purple Flag Assessors to undertake the Purple Flag assessments</td>
</tr>
<tr>
<td>Carry out Purple Flag Assessment, an overnight assessment by two assessors together with the entrant. They will then make a recommendation to the Accreditation Panel</td>
</tr>
<tr>
<td>Follow-up Fact Check with entrant - for example, where there are inconsistencies between the Snapshot, the Self-Assessment Chart and the assessor’s observations</td>
</tr>
<tr>
<td>Decision by Purple Flag Accreditation Panel on the basis of recommendation from assessors</td>
</tr>
<tr>
<td>Purple Flag Accreditation Awards Night</td>
</tr>
<tr>
<td>Ongoing monitoring, including an annual assessment</td>
</tr>
</tbody>
</table>
## 10. ORGANISING FOR PURPLE

We are looking for entries to be supported by partnerships representing the following stakeholder groups:

- **Public protection**: health, licensing, police, security and safety
- **Infrastructure**: transport, lighting and cleansing
- **Hospitality**: restaurants, the licensed trade, hotels, retail, cinema, culture and late night entertainment.
- **Development**: investment and planning
- **Management**: town centre management and BIDs
- **Community**: residents and consumers – including those consumers who would go out if things were better.

In addition to this list it is critical that the partnership features relevant media and marketing bodies e.g. Destination Management Organisations, local press etc. at an early stage to leverage Purple Flag and potential accreditation.

### WHO NEEDS TO BE INVOLVED IN PREPARING THE PURPLE FLAG ENTRY?

We suggest the following roles:

- **Inception and Partnership.** The inspiration to go for Purple Flag can come from any of the six stakeholder groups working in partnership e.g. local authorities, BIDs,

- **Senior Stakeholder Participation.** Senior support will be needed in order to commit the time and resources to the entry. We therefore expect that local authorities will be closely involved in most cases, including a political element with local councilors or MPs

- **Purple Flag Working Group.** Where town and city centres and partnerships already exist, these can form the basis for a Purple Flag Working Group. This should be broadly represented by at least six stakeholder groups. The members will contribute their time and knowledge to the entry. They should support the Coordinator in information and data collection. They will need to reach a consensus the definition of the area, the contents of the

### Snapshot, the results of the

Overnight

Self-assessment and
PURPLE FLAG RESOURCE PACK

conclusions chart.

- **Purple Flag Coordinator.** The role involves bringing people and information together, managing the meetings and events and preparing the Purple Flag entry.

**TIPS**

At the first meeting, the Purple Flag Working Group might cover the following items:

- Going for Purple Flag - an introduction to the Purple Flag concept
- Our roles – the Coordinator and Working Group member responsibilities
- Our Area - using a map to focus the discussion
- Our Vision – what do we want the area to be like in the future and how can Purple Flag help?
- Our Work Programme – dates and methodology for completing the Snapshot, undertaking the Overnight Self-Assessment, preparing the Self-Assessment Conclusions Chart and submitting the entry
11. PREPARING THE PURPLE FLAG MAP

The map is the first document needed to support your Purple Flag entry. It defines the area to be submitted for Purple Flag accreditation. At its most basic, it is an Ordnance Survey-type map at an appropriate scale, showing the boundary of the Purple Flag area to be submitted including the buildings and spaces within it. This will be helpful to Purple Flag assessors in getting to grips with the entry documents and in planning their assessment itinerary.

We would encourage entrants to consider adding more detail to the map including a colour key code. For example:

- Basic land uses and night time attractions
- Licensed venues
- Do not use an existing map (i.e. BIDs/Police/Planning)
- Marshalled taxi ranks, night time bus stops, public toilets open at night
- Transport hubs
- Pavement dining areas
- Historic landmarks/areas/buildings

Purple Flag is intended to apply to mixed use areas which are vital and sustainable places. We suggest the area should not be so tightly defined as to exclude other activities, such as shops, offices, work space and town centre homes.

WHAT TYPES OF CENTRE?

Purple Flag is designed to apply to all town and city centres that are active and varied after hours e.g.:

- Whole town and city centres, including those in market and country towns
- Entertainment districts within cities and large towns
- Streets or squares where there is a diversity of attractions
- New town centre or edge of centre developments that have a diverse appeal in the evening and at night.
WHAT TO INCLUDE

The area selected should be a coherent destination containing, for example:

- Restaurants, pubs and bars and nightclubs
- Late-night shopping
- Hotels and tourist/visitor attractions
- Leisure, arts, educational, civic and cultural venues.
- Transport hubs and late night car parks.
- Green spaces

It might also include approach routes and gateways to the area by vehicle or on foot. It is acceptable to indicate attractions, gateways or facilities that lie outside the Purple Flag boundary, where this helps to explain how the area works. This may be particularly relevant to smaller centres where attractions may be less concentrated.

TIPS

It seems a simple task, but it may be the first time the partners have looked at the area in this way. Practical issues could include:

- Which side of the road to draw the line, or should it go down the middle?
- Whether to include or miss out specific buildings or spaces
- How widely to draw the area so as to capture relevant activity, but not to lose the focus
- Whether information is readily available for the selected area to complete the Snapshot
- Does the area selected allow the partnership to tell the story of past achievement and future commitment?
**12. PREPARING THE PURPLE FLAG SNAPSHOT**

**CORE AGENDA THEME 1. WELLBEING**

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

<table>
<thead>
<tr>
<th>SUMMARY (Headline conclusions and bullets)</th>
<th>SUPPORTING DATA (Key figures &amp; data)</th>
</tr>
</thead>
<tbody>
<tr>
<td>How is Minimum Threshold Met?</td>
<td></td>
</tr>
<tr>
<td>Current Standard of Area</td>
<td></td>
</tr>
<tr>
<td>Key Achievements in Last three Years</td>
<td></td>
</tr>
<tr>
<td>Future improvements Planned</td>
<td></td>
</tr>
</tbody>
</table>

The Snapshot is the second document needed to support your Purple Flag entry. It is an overarching document covering the composition and performance of the area, supplemented by statistical and other evidence. It gives Purple Flag Assessors and the Accreditation Panel the facts on which to base their assessment and judgement. Our intention is that entrants should make their case clearly and simply using the knowledge of participants and information that is readily available (See Appendix for Snapshot template).

With the exception of the Key Performance Indicators new research is not required. Pithy key conclusions in brief paragraphs and bullets are more appropriate than a full written report.

**WHAT SHOULD THE SNAPSHOT CONTAIN?**

There is one sheet for the Overview and one for each of the five Core Agenda Themes:

- **Overview.** This is a brief profile of the area (including demographics) the partnership, the Purple Flag Working Group and the key issues
- **Purple Flag Core Agenda Themes.** We set out the information required in four rows and two columns (See opposite)

Our intention is that the **Summary** column should contain your headline conclusions supplemented by bulleted details - similar in style to a press release or prospectus. The **Supporting Data** column is for you to set down statistics and data to support your conclusions and assertions, including figures on the Purple Flag Key Performance Indicators.
HOW SHOULD IT BE DONE?
The Purple Flag Coordinator will normally have the task of pulling the information together from existing sources. He or she will need the support of the Purple Flag Working Group members in gathering the data needed.

TIPS
We suggest that entrants should start with a clear idea of the information they need to collect – related to the case they wish to make. Based on our experience of working with Purple Flag Pathfinders we suggest there may be three steps:

- At the first meeting of the Purple Flag Working Group – agreement on the evidence needed and where to find it

- Preparation of the draft Snapshot by the Purple Flag Coordinator using information provided by Working Group members and other experts

- At a second meeting of the Working Group – agreement on the key conclusions to draw out and emphasise to make the best case for accreditation.
13. UNDERTAKING THE OVERNIGHT SELF-ASSESSMENT

This is a street-level appraisal of the performance of the centre during the hours it is active. It allows you to compare the policy and data in the Snapshot with the reality on the ground. Purple Flag Assessors will compare it with their own findings and observations – to establish broad areas of agreement or to highlight any inconsistencies with you after their visit.

WHAT DOES IT CONTAIN?
It should cover the five Core Agenda Themes. This means that attractions, licensed premises, essential services and the public realm should all be included – in order to get a rounded appreciation of how the centre works and is managed at night.

WHO SHOULD DO IT?
Ideally the appraisal team should include representatives of the six Purple Flag stakeholder groups. It will help if they have personal and practical knowledge of the operation of the centre in the evening and at night. Some (for example licensing officers, police, public works officers, and venue managers) will be very familiar with aspects of the centre at night, but they may not have had the opportunity to step outside their specialist responsibilities to see things in the round.

HOW SHOULD IT BE DONE?
There are some key issues to monitor throughout the night and also things to look out for in each of the “after hours” time bands. There is a checklist to help (See Appendix). For example:

- **5-8pm - Early Evening.** Observe late night shopping, patterns of arrival for a night out, early or pre-theatre dining, street events, entertainment and the condition of the public realm.
- **8-11pm - Late Evening.** The arrival of the late crowd, the opening of late night venues, departure of diners and theatre-goers, behavior on the streets, inebriation, CCTV coverage, policing and customer care.
- **11-2am – Night.** People leaving venues, crowd behavior, their journey homewards, public transport, policing, surveillance, overnight cleansing.
- **2-5am – Late Night.** Venues still open, movement between venues, takeaways, cleansing, transport, policing and customer care.

NOTE Patterns of activity vary from place to place. Coverage of the later time bands may not be needed or may warrant a lighter touch.

TIPS

**Numbers.** Keep the size of the team to around half a dozen – small enough not to attract undue attention, but enough people to give a breadth of skills

**Composition.** Some may be happy to cover the entire period. Others may prefer to cover only a part. The rest periods are good times for people to join or leave if they have to. This allows for overlap and de-briefing. The event is likely to be more successful if at least one or two members of the team are “night owls”

**Leadership.** This may well be a role for the Purple Flag Coordinator, but it should be someone who is comfortable to be out late at night. It is best if the leader is able to be there throughout the event, somewhere warm and dry after each time band
A SAMPLE ITINERARY

<table>
<thead>
<tr>
<th>Time Band</th>
<th>Activity</th>
</tr>
</thead>
</table>
| 5pm – 8pm | - Briefing and review of itinerary  
- Tour late-opening shops. Meet managers  
- Observe early evening fine dining and family-oriented restaurants, leisure and fitness centres  
- See late-opening library, museum or art gallery  
- View transport hubs & arrivals for theatre, concert or cinema  
- Meet manager of culture venue  
- Appraise collection of trade waste, cleansing, litter etc. Meet managers  
- Meal break, checklist and write up notes |
| 8pm – 11pm | - Visit CCTV control centre  
- Attend briefing of late night police shift  
- Observe departure from restaurants, theatre, cinema  
- Review street lighting & visibility of signs  
- Consider operation of security door staff at venues and see management of queues & outside smoking areas  
- Visit one or more late night venues and meet managers. Consider late night offer  
- Consider mix of clientele & degree of inebriation  
- Repeat appraisal of trade waste, cleansing and litter  
- Look out for dark or intimidating spots & “no-go areas”: side alleys, delivery yards  
- Back to base for coffee, checklist and notes |
| 11pm-2am | - See departure from theatre, cinema and journey home  
- Observe operation of late car parks & transport hubs  
- See taxi marshalling and operation of private hire vehicles  
- Meet Street Pastors & late night wardens/marshals  
- Observe late night policing and interface with door security staff, crowd movement on streets  
- View SOS or mobile triage units  
- Meet manager of late-night venue  
- Back to base for refreshments, checklist and notes  
- Re-visit CCTV control centre |
| 2am – 5am | - Review late night entertainment quality  
- View late night police operation  
- See management of taxis  
- Consider behavior on streets & inebriation  
- Review condition of streets, litter etc.  
- See management of closing time by venues and any “soft closing” procedures, assistance to clientele in finding taxis etc. |

MORE TIPS

An Itinerary. You will benefit from having a pre-arranged route, scheduled visits, interviews and timed stops

Venues. Include pre-arranged visits to selected venues, if you can. Enthusiastic entrepreneurs can often be amongst your best ambassadors!

The Checklist. This is best completed in the rest periods between each time band

A Base. This may be a hotel or a town centre office, but it needs to be available throughout the event

Commonsense Advice. There are some simple precautions. Warm and waterproof clothing is an obvious requirement – especially in winter. The Purple Flag Coordinator could lay in a small supply of large umbrellas for the group. There is a lot of standing around to do – and it is often raining! Finally, be sure to exchange mobile phone numbers so that you can keep in touch if someone wanders off. Each person in the working group is tasked with specific activities
14. PREPARING THE SELF-ASSESSMENT CONCLUSIONS CHART

This chart is the third document needed to support your Purple Flag entry. It sets out your conclusions on the standard of your centre against each of the Purple Flag Core Agenda Themes and Attributes (See Appendix for template). It should be the agreed view of the Working Group, based on their experience in preparing the Snapshot and undertaking the overnight self-assessment. It will be used by Purple Flag Assessors in reaching their own conclusions and, where there are major inconsistencies, it will be a basis for a follow-up fact check.

WHAT ARE WE LOOKING FOR?
Assessors and the Accreditation Panel will be looking for clear evidence to demonstrate the following:

- The minimum quality thresholds have been achieved and preferably surpassed
- All five Purple Flag Themes are at least Standard Met in aggregate
- A track record of positive change and real progress over time
- Standards that are appropriate to the centre and its role
- A strong commitment to a continuing momentum of improvement
- Innovation and/or replicable good practice in at least one aspect

RECORDING STANDARDS
There are five colours corresponding to different standards:

- **Purple**: Excellent/Outstanding
- **Dark Green**: Above Standard
- **Light Green**: Standard Met
- **Light Red**: Below Standard
- **Dark Red**: Significantly below standard and an area of priority concern

The Appraisal Matrix opposite illustrates the “winning characteristics” of a successful town centre:

- It has met the standard in all five Core Agenda Themes
- It is above standard in more than one theme
- It is excellent/outstanding in Wellbeing
MEETING THE STANDARDS
There is some latitude for specific Attributes to be Below Standard, at the discretion of Assessors and Accreditation Panel, provided that the Theme reaches Standard Met in aggregate. The conditions are that:

- No Attribute may be “Significantly Below Standard”
- No Attribute may fall within the grey shaded areas of the Self-Assessment Conclusions Chart (See Appendix for template)
- Not more than two Attributes in any Theme may be rated Below Standard.

HOW TO PREPARE THE CHART
The Self-Assessment Conclusions Chart is precisely that – the Working Group’s conclusions on the performance of your centre against the Purple Flag Themes and Attributes. The key conclusion is the standard you have arrived at. There is space alongside for a few words of justification i.e. why the Working Group believes the standard arrived at is soundly-based and credible. Remember, you may have just undertaken the Overnight Self-Assessment, so the Chart needs to capture the results of this practical event.

### TIPS
- Try and make sure all members of the Overnight Self-Assessment team have made notes, using the checklist. It will save time later as the memory can quickly fade
- Organise a de-brief as soon as possible after the event
- Invite the Overnight Self-Assessment team to prepare their own Self-Assessment Conclusions Chart
- At a meeting of the Purple Flag Working Group, ideally not more than a week later, bring these views together and reach a consensus on the key points
- The Purple Flag Coordinator can then prepare the final version of the chart.

<table>
<thead>
<tr>
<th>Core Agenda and Attributes</th>
<th>Your Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPEAL (A Vibrant Choice and a Rich Mix of Entertainment and Activity)</td>
<td><img src="chart.png" alt="Table" /></td>
</tr>
<tr>
<td><strong>Threshold standard.</strong> An evening and late night offer that is broader than youth-oriented and alcohol-based activity (See KPIs).</td>
<td><img src="chart.png" alt="Table" /></td>
</tr>
<tr>
<td>1 Food and Dining. A choice of eating venues and a commitment to good food</td>
<td><img src="chart.png" alt="Table" /></td>
</tr>
<tr>
<td>2 Pubs and Bars. Well-managed venues, to meet varied tastes, and offering more than just alcoholic beverages</td>
<td><img src="chart.png" alt="Table" /></td>
</tr>
<tr>
<td>3 Late Night Venues. A late-night offer that complements the diverse appeal of the centre as a whole</td>
<td><img src="chart.png" alt="Table" /></td>
</tr>
</tbody>
</table>

*Excerpt from the Self-Assessment Conclusions Chart*
15. HOW TO ENTER PURPLE FLAG

Entries are made electronically to the Programme Manager at the Association of Town Centre Management (ATCM). There are five components:

- The Purple Flag Entry Form and fee
- Purple Flag Map
- Purple Flag Snapshot
- Self-Assessment Conclusions Chart
- Digital photographs for publicity purposes

HOW MUCH WILL IT COST?

There is an initial entry fee followed in subsequent years by a lower renewal fee. The fee pays for the management of the programme by ATCM, including the Purple Flag help desk and website, the recruitment training and deployment of assessors, the decision-making process including the Accreditation Panel, the Purple Flag Award events, the Purple Flag itself and national publicity for Purple Flag holders.

There are three fee levels set by the population size of the local authority area.

<table>
<thead>
<tr>
<th>Population of Local Authority Area</th>
<th>Fee to accompany initial entry</th>
<th>Interim Renewal Fee</th>
<th>Full Renewal Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 50,000</td>
<td>£1,650 +VAT</td>
<td>£650 +VAT</td>
<td>£750 + VAT</td>
</tr>
<tr>
<td>50,001 - 200,000</td>
<td>£2,400 +VAT</td>
<td>£900 +VAT</td>
<td>£1,000 + VAT</td>
</tr>
<tr>
<td>Over 200,001</td>
<td>£3,150 +VAT</td>
<td>£1,150 +VAT</td>
<td>£1,250 + VAT</td>
</tr>
</tbody>
</table>

Submission Deadlines

There are 3 rounds of Purple Flag submissions per year, January, June and October.

Please check the Purple Flag website for submission deadlines [www.atcm.org](http://www.atcm.org)

"I am delighted that our city centre has been recognised as a place that welcomes people in the evening. There is a wealth of things to do in the city centre, like visiting the theatre, or going to the cinema as well as enjoying a meal from the hundreds of different restaurants.

The Purple Flag will mean that we are highlighted nationally as a place to visit and enjoy. I hope it will encourage more tourists and residents to visit the city centre at night."

Councillor Bob Price. Leader. Oxford City Council

HOW TO CONTACT US

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32-36 Loman Street,
SE1 OEH, London
office@atcm.org
T: +44 (0)300 330 0980
16. HOW YOUR CENTRE IS ASSESSED

The flowchart shows the steps we go through. It shows that there is a dialogue between ATCM and the entrants. This is because we want to make sure that we have all the relevant facts in order to make sound and credible decisions:

1. **ATCM Screening.** A first sift to make sure all the documents are in order and that there are no obvious weaknesses
2. **Document Review.** A desk review of the entry documents by the assessors appointed by ATCM
3. **Overnight Assessment.** The assessors’ visit to your centre
4. **Assessor’s Report.** The assessor’s recommendation to the Accreditation Panel
5. **Decision by the Accreditation Panel.** There are three main possible decisions as shown
6. **Awards Ceremony.** The event where Purple Flags are awarded to accredited centres.
17. THE PURPLE FLAG ASSESSMENT

The visit by Purple Flag assessors is an important part of your entry. The assessment is undertaken by the assessors with your support and guidance. You will wish to present your centre in a positive light and make the best case to the assessors. The assessors, on the other hand, are trained to look for possible weaknesses as well as strengths. They may well have spotted things in your entry documents that they want to check out on the ground.

You will already have undertaken your own overnight self-assessment and this will help you choose the right night for the event and devise an itinerary. The itinerary should be discussed and agreed with the assessors prior to their visit. The four time bands are the same, as are the list of things to include in the itinerary.

The programme will vary in detail from place to place, but is likely to take the following shape:

<table>
<thead>
<tr>
<th>Time</th>
<th>Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid afternoon</td>
<td>Pre-meeting by the assessors to consider the entry documents together and highlight any issues they wish to raise with you or places they wish to see. This meeting is for the assessors alone.</td>
</tr>
<tr>
<td>Late afternoon</td>
<td>Entrant's presentation. This is an opportunity for you to set out your stall, answer any queries the assessors might have.</td>
</tr>
<tr>
<td></td>
<td>Time out to prepare and collect warm and waterproof clothing</td>
</tr>
<tr>
<td>5pm-5am (As appropriate)</td>
<td>The assessment. The procedure is similar to your own overnight self-assessment with four time bands and breaks in between to make notes and take refreshment. The assessors might wish to go off on their own from time to time to check out particular concerns</td>
</tr>
<tr>
<td>The morning after</td>
<td>The morning after. The assessors may wish to meet, again in private, to review their impressions, agree their overall conclusions, identify any issues to check and discuss the preparation of the assessors' report</td>
</tr>
</tbody>
</table>

TIPS

- **A private space.** It may be helpful to provide a meeting space for assessors to meet in confidence.

- **The presentation.** You will make the best impression if you are able to field a good cross-section of the expertise contained in your Purple Flag Working Group. The presentation should not be a repeat of information already supplied in your submission and a Q&A session is very important to this part.

- **Document library.** Some assessor's concerns may be dealt with quite simply by having policy documents and statistical evidence on hand. These can be referred to during the breaks so reducing the time needed to check facts afterwards.
18. THE RENEWAL PROCESS

We hope you will want to “keep the flag flying” in future years. If our goals are to be realised standards need to be maintained and, if possible, improved upon. The annual renewal process is designed to ensure that every town centre that flies the flag is truly worthy of it. The process is a condition of continued accreditation.

Purple Flag renewal assessments will take place every 12 months as part of a 24 month cycle following successful entry (see flow chart below). The method of assessment changes each 12 months and is a combination of Assessor visits and Purple Flag Team reviews.

Key Points:

- There is an appropriate renewal chart for Interim and Full renewal submissions – which will be issued in advance
- We ask you to use the Chart to say what has changed since the original entry documents and/or previous renewals and to say how this affects Purple Flag standards.
- There is space in the Renewal Chart for a brief progress summary against each of the 30 Attributes and for a new standard to be claimed for each of the five Core Agenda Themes.
- We invite Purple Flag holders to supply information on some or all of the seven Purple Flag Key Performance Indicators so that progress can be measured. These are currently under development and will be rolled out at a later date.
- Purple Flag Assessors will use the information provided by Purple Flag holders in reaching their own conclusions and in framing their recommendations to the Accreditation Panel.
- Spot Checks and “mystery shopper visits” may be undertaken at any time; in response to concerns received, in connection with any issues thrown up by the renewal documents and to satisfy ATCM that standards are being maintained. They may be undertaken by Purple Flag Assessors or the accreditation panel.

FIVE STEPS TO RENEWAL

1. Review your original Entry Documents and consider what changes have occurred that might affect the five Themes and thirty Attributes

2. Undertake an Overnight Self-Assessment to review any changes in performance on the ground

3. Complete the Purple Flag Light Touch Renewal Chart, using the Purple Flag Working Group to develop a consensus position

4. Forward the Renewal Form and fee to ATCM

5. Host the Overnight Assessment (as appropriate) by a Purple Flag Assessor.
THE RENEWAL PROCESS

Stage 1: Successful Entry
Documents Submitted:
1. PF New Entry Form.
2. PF Map.
3. PF Snapshot.
4. PF Self – Assessment.
Assessment Method:
1. Visit: 2 x Assessors.
2. Accreditation Panel Review.

Stage 2: Light Touch Assessment
AFTER 12 MONTHS
Documents Submitted:
1. PF Interim Renewal Form.
2. PF Interim Renewal Chart.
Assessment Method:
1. PF Team Review (no visit) with options to: seek further information, ‘Spot Check’ the centre, or refer to the Accreditation Panel.

Stage 3: Full Renewal
AFTER 24 MONTHS
Documents Submitted:
1. PF Full Renewal Form.
2. PF Full Renewal Chart.
Assessment Method:
1. Visit: 2 x Assessors.
2. Accreditation Panel Distance Review.
19. FLYING THE FLAG

ATCM intends to work with Purple Flag holders to help them get the most from their success. A marketing and public relations strategy is under development. It will be a partnership. ATCM will develop national profile and exposure for the Purple Flag programme as a whole and for successful centres. ATCM will also prepare a “Flying the Flag Toolkit” for successful entrants. It will provide practical support and guidance for local PR, events and marketing.

Our strategy aims to reach key stakeholder groups nationally and locally, build support for Purple Flag participation, change perceptions of going out at night, support business growth and diversification and strengthen the appeal of centres to new clientele. We aim to do this in six ways:

<table>
<thead>
<tr>
<th></th>
<th>What</th>
<th>How</th>
<th>ATCM Holders</th>
<th>Who</th>
<th>Purple Flag</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Develop the Purple Flag Brand</td>
<td>Develop and roll out Purple Flag branded products</td>
<td>A Purple Flag brand guide &amp; branded items</td>
<td>Incorporate Purple Flag brand in local media</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Raise the Profile Nationally</td>
<td>Present positive human interest stories, backed up with “killer statistics”</td>
<td>Gather evocative stories from Purple Flag winners &amp; incorporate in PR strategy</td>
<td>Provide human interest &amp; media-friendly stories</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Raise the Profile Locally</td>
<td>Ditto</td>
<td>Purple Flag Flying the Flag Toolkit</td>
<td>Involve high profile, entrepreneurial &amp; charismatic partners. Use Toolkit</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Attract new clientele via events</td>
<td>Roll out Light Nights in association with Purple Flag</td>
<td>Purple Flag &amp; Light Nights good practice guide</td>
<td>Run Light Nights events to celebrate Purple Flag</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Extend the Reach of Purple Flag</td>
<td>Engage key audiences and interests with tailored information</td>
<td>Purple Flag Relationship Strategy</td>
<td>Participation as exemplars and role models</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Increase footfall, patronage and</td>
<td>Place marketing to target consumer market sectors</td>
<td>Place marketing strategy, pilots &amp; toolkit</td>
<td>Participation in pilots and roll out of product.</td>
<td></td>
</tr>
</tbody>
</table>

“Purple Flag indicates a centre that is vibrant and a pleasant place to be. We are delighted to have won the award. It will bring positive publicity for our city centre and allow us to build on our success”

John Hirst. Operations Director. Destination Bristol
19. GOING FOR PURPLE FLAG BUT NEED HELP?

ATCM wants to help all those who are going for Purple Flag, or are thinking of it, to be as successful as possible. That way everyone wins. If you have visited the Purple Flag website or have attended an ENTE event and would like further support a range of workshops are also available for different stages of the application process. Full details of all the workshops can be found on the ATCM website: www.atcm.org

FOR FURTHER INFORMATION

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