

# Continuing Professional Development (CPD) - Priority Factor Six: Management



Accredited CPD  
Institute of Place Management

## Introduction

The purpose of CPD (continuing professional development) is to help members develop their skills as professionals in the sector. All professional bodies expect their members to keep their knowledge and skills up to date - and we are no exception<sup>1</sup>.

The focus of these CPD resources is on the top 25 priority factor identified from IPM research into the top factors affecting a town centre of high street's vitality and viability<sup>2</sup>.

## CPD Activity

This CPD resource focuses on Priority Factor #4 - Vision and Strategy

This CPD will require you to either:

- a) Provide evidence and a short (around 500 word) reflective summary of the efforts you have already made in your town if you believe this factor has been adequately addressed in your town.

When you addressed this factor:

Did you cover all the potential audit questions?

Who did you involve in addressing this priority?

Were the timescales similar to those we have suggested?

Did you achieve the potential outcomes we have suggested?

How did you measure outcome achievement?

Are there any ways you might develop your achievement towards this priority even further?

If this priority factor is not of specific relevance for a particular reason due to the particular nature of the place for which you are responsible, please reflect on why you believe this is, and what evidence you have for this.

Or

- b) Set out a plan of action stating clearly how you intend to address this factor, which individuals, organisations and groups you will involve, how you will

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<sup>1</sup> For more information on CPD please see the SCOTLAND'S TOWNS' PARTNERSHIP IPM GUIDE TO CONTINUING PROFESSIONAL DEVELOPMENT. This document contains useful information on what is CPD, IPM and CPD, why you should engage with CPD, and how you can evidence and record your CPD.

<sup>2</sup> The STP IPM guide to CPD also contains more background information on the 25 priority factors that emerged from the IPM's research undertaken for the High Street UK 2020 (HSUK2020) project partially funded by the Economic and Social Research Council (ESRC) who were concerned about the impact changes to retailing in the UK were having on town and city centres. The HSUK2020 research identified 201 factors that affected performance of town and city centres. The challenge of 201 factors was to determine which should be prioritised. Statistically grouping the factors deemed to be of greatest importance and over which place managers had the greatest control we prioritised these to a list of the top 25 factors. Having been discussed with more than 250 stakeholders across the ten towns, and more recently with over 2,000 conference delegates around the world, we conclude that every town should ensure that their town or city centre strategy incorporates each of these 25 priority factors if they want to promote vitality and viability.

involve them, what outcomes you expect and by when you expect these to happen.

- a. You may also then at a later date provide further CPD evidence by reflecting on the achievements your plan of action has resulted in.

CPD code: 456403

CPD is not meant to be an onerous task. This CPD opportunity is simply asking you to reflect upon and record specific aspects of the professional place making activities you are already undertaking in your role.

For engaging with this CPD opportunity we will award you 600 points.

This equates to around 10 hours of effort in reading the CPD resource, planning on how you will address it, and compiling your evidence, reflection, or action plan.

## From HSUK2020 report (what is the problem we are looking to solve)

### Priority Factor #6 - Management

Building capacity to get things done.

This can be through Business Improvement Districts, Town Centre Partnerships, Town Teams, Shopping Centre Management.

*Difficulty Level - Moderate<sup>3</sup>*

Your professional development, and evidence of the way you have evidenced lifelong learning as a result of engaging with this CPD opportunity can be based on addressing those of the following questions that are relevant to your town.

### What factors does this priority comprise?

Centre management;

Place management;

Shopping centre management;

TCM.

### What questions should you ask when auditing your own town's achievement against this priority?

Is there effective management – of the shopping centre(s) and town centre?

Are management priorities shared through business plans, action plans etc?

### Who 'owns' this priority?

LA, business community (TCP or BID if it exists)

### Who can help enable its achievement?

Local business community, business groups, community representatives

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<sup>3</sup> The colour coding relates to how easy/difficult it is to tackle the priority.

Green = Easy; Orange = Moderate and Red = Hard

## What possible actions could you take to address this priority to improve the vitality and viability of your town?

### *Restructuring:*

Assessment of existing management structures, representation and funding.

Assessment of the extent management stakeholder mix is appropriate for the town type/footfall anchors.

Assessment of effective working arrangements between different parts of the Council, other stakeholders.

Identification and assessment (or development) of the management plan  
Review of effectiveness of current system and opportunities for change.

## What potential timescales will be involved in addressing this priority?

Assessments will take 3- 6 months

Proposals for new/revised plans will take further 3 months

New 'voluntary' structure/system can operate within 6 – 12 months

BID development takes 12-24 months depending on starting point

## What intended outcomes could arise from addressing this priority?

- Increased vitality and viability
- Management influences 24 of the other priorities
- Efficiency savings
- Service co-ordination
- Delivery vehicle to ensure things get done
- Greater engagement by stakeholders
- Increased investment into centre (particularly through a BID)
- Enhanced customer satisfaction through improved offer