



Strategy, 2014-18
and
Action Plan, 2014-15

“St Andrews works best when it works together”

1. Who We Are

- 1.1 The St Andrews Partnership is an umbrella body which brings together a wide spectrum of local people, businesses, major institutions, public sector agencies and community groups working in St Andrews, Fife.
- 1.2 The Partnership is a registered Scottish charity (No SC041684) and also a “not for profit” company limited by guarantee (No 381737). It has a Memorandum and Articles of Association and operates its own bank account. It is able to apply for, receive and dispense grants, donations and other payments, and can conduct commercial activities which are conducive to its overall goals.
- 1.3 The Partnership is governed by a Board of up to sixteen Directors – all of whom are volunteers. Eleven Directors are selected by external organisations - i.e. those bodies nominate those individuals whom they wish to represent them - but up to five further Directors may be co-opted if the Board wishes to augment its existing skills and knowledge. All Directors must be nominated/elected annually, but can stand for reappointment and there is no maximum term of office. The Board meets at least five times annually and elects its own office-bearers.
- 1.4 The composition of the Board of Directors is as follows:
 - Two representatives of Fife Council (at least one of whom is an elected Councillor)
 - One representative of Scottish Enterprise
 - One representative of University of St Andrews
 - One representative of St Andrews Community Council
 - One representative of St Andrews Preservation Trust
 - One representative of “Stay in St Andrews”
 - One representative of St Andrews Merchants Association
 - One representative of St Andrews B&B Association
 - One representative of St Andrews Links Trust
 - One representative of VisitScotland
 - Up to five others, co-opted by the Board, at its discretion
- 1.5 This, St Andrews Partnership's second four-year Strategy, has been written at a time of considerable optimism and opportunity. There is a tangible sense of goodwill and common purpose around the town, and a growing understanding that alliances and collaborations can achieve much more than groups working unilaterally.
- 1.6 St Andrews is now in a good position to capitalise on the outstanding opportunities presented by this unique place, whilst always mindful that the very qualities which make St Andrews what it is must not be jeopardised.

2. Our Mission

2.1 St Andrews Partnership's mission statement is as follows:

“St Andrews Partnership - which unites the people, businesses and organisations of our historic community - aspires to make St Andrews the finest place in Scotland to live, work, study, visit and play. We will best achieve this by working together.”

3. Objectives

3.1 The Partnership's objectives are as follows:

- To encourage local people, organisations and businesses to unite behind the mission statement and participate in the Partnership's activities.
- To focus on four key strategic areas: Community, Environment, Economy and Tourism.
- To set outstanding standards of excellence in looking after the town's historic and environmental assets.
- To nurture and further boost civic pride.
- To promote St Andrews as an attractive, forward-looking and dynamic community, at the forefront of modern Scotland
- To raise funds and invest them for the benefit of St Andrews as a whole.
- To encourage creative and imaginative thinking about the town's future.
- To plan and oversee the delivery of an annual Action Plan containing specific projects to deliver all of the above.

4. Strategic Themes

4.1 St Andrews Partnership has agreed that its activities will be based around four high-level Strategic Themes:

- The St Andrews Community
- The St Andrews Environment
- The St Andrews Economy
- St Andrews Tourism

Some of the actions and activities to be pursued will inevitably fall into more than one of the Theme areas; however, grouping actions together in this way is felt to be a helpful way of summarising what could be described as the four strategic “pillars” of the Partnership.

4.2 The Partnership does not intend to become actively involved in the delivery of services such as health, education, housing and social work, nor does it intend to participate in the non-strategic planning process (i.e. individual planning applications). There are already established mechanisms in place for public participation in, and scrutiny of, the agencies involved in delivering such services.

This, however, is not the same as saying that there will be no liaison between the Partnership and such agencies – indeed, it is very much hoped that local schools, for example, will continue to be involved in Partnership activities. It might also be the case that the Partnership will wish to act as an ‘influencing body’ on strategic planning and policy matters being considered at local or national government level.

4.3 Theme A – The St Andrews Community

This Strategic Theme encompasses activities which are predominantly aimed at improving the quality of life for local people - though they might also have the by-product of improving the experience of visitors to the town. Activities carried out under this Theme will support the development of a spirit of mutual support and self-help.

Such activities might include, for example:

- Supporting events, festivals and cultural occasions aimed principally at local people
- “Clean-up” and “In Bloom” campaigns
- Other civic pride initiatives (e.g. with young people)
- Upgrading local parks and open spaces
- Public art installations

Partners with important roles to play in this Theme include voluntary and youth groups, the Community Council, arts bodies, churches, schools, the University and Fife Council.

It is acknowledged that the Partnership still has much to do in improving its knowledge of, and links with, many of the organisations mentioned above.

4.4 Theme B – The St Andrews Environment

This Strategic Theme brings together activities which aim to protect, conserve and enhance the high-quality natural and built environments of St Andrews. The Partnership wishes to help further enhance the town's appeal whilst respecting its current character and beauty, ensuring that current and future generations of residents and visitors can enjoy a notably clean, environmentally sound, and highly attractive town.

Such activities might include, for example:

- Infrastructural improvements
- Physical upgrades to streets and buildings
- Effective town centre maintenance regimes
- Development of renewable energy sources
- Improvements to refuse collection and recycling methods
- Enhancements to public transportation both to and within the town

Partners with important roles to play in this Theme include Fife Council, institutions like the University, the business community and voluntary civic groups.

4.5 Theme C - The St Andrews Economy

This Strategic Theme covers those activities which aim to support, sustain and/or grow the St Andrews economy.

Such activities might include, for example:

- Creating more, and better, jobs for local people
- Improving market research and customer feedback
- Supporting collaborative activities amongst local businesses
- Promoting skills and training opportunities
- Developing the local food and drink sector (recognised as an area of particular potential)
- Developing a St Andrews Business Improvement District (BID)

Partners with important roles to play in this Theme include local businesses, Scottish Enterprise and Fife Council. It should be recognised that St Andrews is an employment and service centre for East Fife and beyond.

4.6 Theme D – St Andrews Tourism

Tourism is not simply a mainstay of the local economy, but also permeates everyday life in St Andrews. This Strategic Theme covers activities which aim to support, sustain and/or grow the St Andrews visitor economy, and which may also have beneficial outcomes for local people.

Such activities might include, for example:

- Upgrading visitor information and interpretation
- Promoting St Andrews (and surrounding areas) nationally and internationally
- Carrying out visitor research
- Supporting collaborative marketing efforts led by local tourism businesses
- Improving the quality of service and visitor experience on offer
- Supporting events and festivals aimed principally at attracting visitors

Partners with important roles to play in this Theme include local businesses, Scottish Enterprise, VisitScotland, Fife Council and Fife Tourism Partnership. It should be recognised that St Andrews is the main driver of the Fife visitor economy, and the town's worldwide reputation means that it is also of strategic importance at a national level. This all serves to reinforce the importance of partnership working between the different agencies involved.

5. Governance and Funding

- 5.1 In addition to the Partnership's Board of Directors (described in 1.3 and 1.4 above), sub-committees and working groups are set up as and when required. These subsidiary groups set their own meeting timetables and report to the Board of Directors (Partnership Directors sit on each of these subsidiary groups). The activities of the groups are determined by the Partnership's Action Plan (see 5.4 below) and by certain agreed protocols in terms of delegated authority. All of these subsidiary groups, like the Board itself, are comprised of volunteers, and they can co-opt additional participants as they see fit.
- 5.2 The Partnership also operates an informal 'Advisory Forum', which is a larger group of stakeholders which acts in an advisory capacity. The Forum meets annually (and more often if required). It is comprised of the Directors listed above, together with representatives from a wide range of bodies. There is no defined upper size to the Advisory Forum, and those invited to participate include, for example:
- Residents Associations
 - University Students Association
 - St Andrews Pilgrim Foundation
 - St Andrews in Bloom
 - Rotary Clubs
 - St Andrews Green Belt Forum
 - Other local Fife Councillors
 - Cosmos Centre
 - Representatives of sectors/groups not mentioned above (e.g. schools, arts/culture bodies)
 - Individual citizens with specific talents and/or expertise
- 5.3 Meetings of the Board are held in public, and minutes, papers and financial statements prepared for Board meetings are published online at www.visitstandrews.com/B2B. The company's accounts are independently audited externally and are supplied to Companies House and OSCR. The Partnership operates voluntarily within the spirit of the Freedom of Information Act.
- 5.4 The Partnership's Board produces an annual Action Plan (appended to this Strategy) which describes activities, targets and measures. The Action Plan provides the framework within which the Partnership operates, and allows progress to be monitored. Many of the Plan's actions are delivered by collaborative groupings of organisations and individuals rather than by the Partnership itself.
- 5.5 The Partnership is administered by a Manager, who acts as the company secretary and principal point of contact for the organisation. The Manager, who reports to the Board, is responsible primarily for the day-to-day delivery of the Action Plan, the organisation's financial management, liaison with external bodies, and public communications. Other companies and individuals may be contracted by the Board from time to time to deliver specific projects.

- 5.6 The Partnership receives funding from a variety of sources including public agencies, institutions, businesses and charitable donations. The majority of this funding is ring-fenced for specified projects, but there must also be sufficient funding in place to pay for the management/administration costs of the organisation. These core costs are covered for the period until January 2015, but a continuing challenge for the Partnership thereafter will be to secure sufficient core funding to cover such costs beyond this date.
- 5.7 A further challenge facing the Partnership is that it does not yet have the capacity to deliver all of its own aspirations, let alone take on all of the projects which others in St Andrews might wish to see happening. It is for this reason that the projects described in the appended Action Plan have been prioritised.

St Andrews Partnership Action Plan, 2014-2015

1. Introduction

- 1.1 This Action Plan sets out, in tabular form, a series of activities to be carried out by the St Andrews Partnership during 2014-15. The projects and actions all link to one or more of the Partnership's agreed four themes of "Community", "Environment", "Economy" and "Tourism".
- 1.2 The content of the Action Plan reflects the Partnership's Strategy 2014-18 and is also driven largely by the St Andrews Destination Development Plan and the St Andrews Promotional Plan (approved during 2012). To understand fully the Partnership's aspirations and activities, all of these documents should be read in consort.
- 1.3 The Partnership still does not have the capacity to tackle everything which it might wish to do (or which others might wish it to do), and for that reason, actions have had to be restricted in number and prioritised. There are nine priority projects for 2014-15, and these are highlighted in blue at the beginning of the table.
- 1.4 The projects and actions contained in the Plan are developed to SMART principles – i.e. whenever possible, they are specific, measurable, achievable, realistic and time-based.
- 1.5 Many of the Plan's actions will be delivered by collaborative groupings of organisations/individuals. Rather than list them all in each case, the lead body and/or prospective funder for each action is shown. It will be important for the lead bodies to take ownership of actions assigned to them, to bring in partners and funding as required, and drive the actions forward.
- 1.6 As with any document of this nature, it is likely that the Plan will be updated and refreshed during the year, as circumstances change and new opportunities emerge - past experience has shown that there will inevitably be unforeseen 'too good to miss' opportunities which arise during the year.

	Action	Strategic Theme(s)	Start & End Dates	Outputs/ Outcomes and other remarks	Lead Body	Partnership budgetary implications	How progress will be measured
1	St Andrews in Bloom	Community Environment Tourism	Ongoing throughout	Supporting "St Andrews in Bloom" especially during the run-up to judging for "Britain in Bloom", August 2014.	SAIB committee	No budget required as yet, but SAIB may approach the Brighter St Andrews fund for support.	(a) Grading by judges in Britain in Bloom/Beautiful Fife competitions. (b) Finding sustainable funding sources for the campaign.
2	St Andrews Festive Lights	Community Tourism	Ongoing throughout	Managing the local 'ownership' of festive lighting displays - ensuring that lights are purchased/hired and installed on time, with the displays extended year on year. Also co-ordinating public events on "Switch-On" day (22 November 2014).	Festive Lights Sub-Committee	At least £20,000 p.a. is required for lights and events. If more is raised, more can be done.	Extent of festive lighting; estimates of crowd size attending events.
3	Lighting of Castle and/or Cathedral	Community Environment Tourism	04/14 to 02/15	Securing consent from Historic Scotland for installing new, high-quality low-energy lighting schemes for St Andrews Castle and/or Cathedral. Carrying out fundraising to meet both capital and revenue costs.	Partnership Board (a new working group might be set up).	Estimates for capital , installation and revenue costs expected May 2014 .	Successful fundraising campaign and installation of lighting schemes.
4	Visitor Interpretation and Orientation	Tourism	06/14 to 03/15	Taking opportunities to replace worn-out interpretation panels in the town. Installing new orientation points at gateway locations. Maintaining new digital display at British Golf Museum (expected early 2015).	Partnership Board	New panels cost c £2200 each. Costs of orientation points to be investigated.	Number of new panels or similar installed.

	Action	Strategic Theme(s)	Start & End Dates	Outputs/ Outcomes and other remarks	Lead Body	Partnership budgetary implications	How progress will be measured
5	St Andrew's Day celebrations (incorporating St Andrews Food and Drink Festival)	Community Tourism	04/14 to 12/14	Co-ordinating a series of community-run public events on and around 30 th November, celebrating St Andrew's Day. Supporting the St Andrews Food & Drink Festival by encouraging more businesses to stage events, developing collaborations between food producers and food outlets; and co-ordinating more effective promotional efforts.	St Andrew's Day Sub-Committee and local businesses. Some of the event delivery is likely to be outsourced.	Budget to be produced. Grants being applied for.	Measuring attendance and participation in each event over the period. Monitoring media coverage.
6	Widening business participation and engagement	Economy	Ongoing throughout	Producing and disseminating better information for local businesses, explaining what the Partnership is doing for them and how they can become more involved, for mutual benefit. New B2B website and Partnership brochure will be utilised.	Partnership Board (support from Directors may be required) and Manager	None.	Number of businesses working with the Partnership; number of visits to B2B website.
7	Improving Market Intelligence	Economy Tourism	07/14 to 10/14	Collating and sharing all existing tourism-related data. Investigate the possible benchmarking of various performance measures so that the destination's progress can be measured more accurately in future.	Manager	Scottish Enterprise has indicated that assistance may be available if external support is needed.	Benchmarks/KPIs will be drawn up.
8	Welcome signs	Tourism	06/14 to 09/14	Investigate and (legalities permitting) install new signs at key entrance points which can be adjusted to reflect major events in the town (either imminent or ongoing). The A91 entrance will be the first priority.	Manager	To be confirmed.	Signs installed.

	Action	Strategic Theme(s)	Start & End Dates	Outputs/ Outcomes and other remarks	Lead Body	Partnership budgetary implications	How progress will be measured
9	Fundraising	n/a	Ongoing throughout	Devising and then implementing a raft of fundraising measures designed to generate sufficient income to (a) implement this Plan's proposed actions; and (b) support core administration/management costs.	Fundraising Sub-Committee	Costs should be minimal.	Funding targets set and sums of money raised measured.
10	Anaerobic Digester	Environment	04/14 to 08/14	Securing the necessary funding to carry out a detailed feasibility study/business plan into this possible project .	Partnership Board (R Yarr)	c £60,000 required (50% is pledged by Scottish Enterprise)	Securing the funding required and commissioning the study.
11	Community Collaboration and Support	Community	Ongoing throughout	Collecting residents' feedback on "things that need to happen" (via the Partnership's Advisory Forum and other channels), then helping bring different groups together to progress these ideas.	Partnership Board	Estimated £500 for meeting costs.	Collating all feedback and reporting on actions taken in response to comments and ideas received.
12	St Andrews Botanic Garden	Community Environment Tourism	04/14 to 06/14 initially	Providing as much practical help as possible to the new Garden Trust (if requested)	Partnership Board	None envisaged.	To be confirmed once it is known what help is needed.
13	Craigtoun Park	Community Tourism	05/14 initially	Providing as much practical help as possible to the Friends of Craigtoun Park (if requested)	Partnership Board	None envisaged.	To be confirmed once it is known what help is needed.

	Action	Strategic Theme(s)	Start & End Dates	Outputs/ Outcomes and other remarks	Lead Body	Partnership budgetary implications	How progress will be measured
14	St Andrews in Bloom and Transition St Andrews - environmental and sustainability projects	Environment	Ongoing throughout	Supporting these groups' efforts (e.g. tree planting, sustainability education) to help make St Andrews a cleaner, greener place.	Manager	To be confirmed.	To be confirmed once it is known what help is needed.
15	Business Improvement District - investigation	Economy	04/14 to 05/15	Engaging and working with consultant(s) to carry out a full investigation into the merits and demerits of introducing a BID for St Andrews	BID Steering Group (an arms-length autonomous group)	Most costs met by BID Scotland and Fife Council – some more fundraising may be required.	The Steering Group is working to a delivery timetable against which progress will be measured.
16	Further develop and promote the Visit St Andrews website and associated social media	Economy Tourism	Ongoing throughout	Maintaining, improving and promoting the successful suite of website/blogs/social media. Increase active participation of local businesses and generate increased revenue from on-line activities.	Manager	c £16,000 per annum	Usage of website and social media will be intensively monitored and reported upon regularly. Income generation will be quantified.
17	Visit St Andrews brand	Tourism	Ongoing throughout	Encourage wider uptake of the new St Andrews brand (Live, Love, Learn) by businesses and local organisations, to be used in a variety of media.	Manager	None.	Number of businesses/other organisations using the brand.
18	St Andrews Destination Plan and Promotional Plan	Tourism	05/14 to 06/14	Refresh both of these documents to bring them up to date	Manager	None.	Refreshed documents to be considered by Partnership Board.

	Action	Strategic Theme(s)	Start & End Dates	Outputs/ Outcomes and other remarks	Lead Body	Partnership budgetary implications	How progress will be measured
19	Consumer marketing	Tourism	08/14 to 12/14	Implementing as much of the St Andrews Promotional Plan as possible. In particular, developing and maintaining a large customer database for use in targeted marketing activities. Co-operation from St Andrews businesses and their participation in targeted offers, mailings and promotions will be required.	Manager and local businesses	Costs will depend on the promotional projects agreed. All costs will have to be raised from businesses and/or external grants such as VisitScotland Growth Fund.	(a) Size of database. (b) Success of targeted mailings – conversions.
20	Brighter St Andrews Donation Scheme	n/a	09/14 to 11/14	The Brighter St Andrews scheme now needs to be reinvigorated, with additional businesses asked to participate and also (perhaps) new merchandise lines introduced.	Fundraising Sub-Committee and/or specified Directors	Costs should be minimal unless advance purchase of merchandise is required.	Measuring the sums of money raised and the number of businesses supporting the scheme.
21	Partner, B2B and general public communications	n/a	Ongoing throughout.	Ensuring that the Partnership and its component parts communicate frequently and effectively with internal and external audiences. Will include at least 12 press releases annually, 8 B2B newsletters annually and a Partnership B2B website updated at least weekly.	Manager	None.	Scrutinised by Board of Directors. Partnership website allows public feedback.