Build your own TestTown
Pop-ups to imagine and create your future place
The Carnegie UK Trust works to improve the lives and wellbeing of people throughout the UK and Ireland by changing minds through influencing policy, and by changing lives through innovative practice and partnership work.

The Carnegie UK Trust was established by Scots-American philanthropist Andrew Carnegie in 1913.

October 2016

Acknowledgments
This guide was written by Kirsty Tait with support from the Carnegie UK Trust practice and development team. We would like to take this opportunity to thank all of the town and city district teams, sponsors, associates, judges, mentors, creatives, young town ambassadors and members of the public who have helped us shape TestTown over the last three years. We would also like to thank our key partners WorldPay Zinc, DM Hall, RBS, NatWest and Havelock Europa PLC for their support.

Original artwork for TestTown, including the floating island illustration, was produced by George Pearson www.georgepearsonartwork.com Selling and/or redistribution of the image(s) is forbidden without the express written consent of the copyright holder - George Pearson. Credit also has to be extended to our photographers and filmmakers who have helped us capture the moments- Alan McCredie, Alan S Morrison, David Cherry, Gina Wilson, Keith Heppell, Matthew Nichol, Peter Devlin, Richard Marshall and Scott Tait.

Most importantly, we need to acknowledge the roll of the young businesses themselves who took part in our TestTown events. We have gained hugely from their energy, talent, insights and skills and we hope that this guide will help other towns across the UK and Ireland to benefit from this too.
TestTown is the UK and Ireland’s biggest skills programme for town centre entrepreneurs, and is one of Carnegie UK Trust’s largest projects. The project was developed from the Trust’s research, and our conclusion that many town centres could face significant challenges unless they became more welcoming to new businesses, ideas, services, technology and customers.

TestTown has explored the potential role of young entrepreneurs in addressing the town centre rejuvenation challenge. What would happen if you gave them the space in town centres and the time in support and resources to take their first steps and just have a go?

After eighteen months of research and project development, the very first TestTown was launched in Dunfermline in June 2013. For a week Dunfermline was transformed with 11 fledgling businesses taking over vacant shops and buildings around the town. Spurred on by the success of this pilot, both in terms of the young businesses who took part and the town itself, we went on to develop the project and extend the opportunity to young businesses, towns and districts across the UK and Ireland. Over the years TestTown events have now been held in 19 towns and city districts with 280 town centre entrepreneurs completing a TestTown week and moving onto trial and run more than 117 new businesses.

The TestTown team at the Trust, together with our local town hosts and participating businesses, have learned a huge amount and delivered a great deal. The ‘Build Your Own TestTown’ guide and portal have been produced to collate and share this learning. It is hoped this resource will encourage towns and districts to have a go at running their own TestTown. With our key recommendations to supercharge entrepreneurship in towns, we also hope to share our practical learning with policymakers both local and national.

TestTown belongs to a wider body of projects under our ‘Flourishing Towns’ strand of work. We are committed to and seek to play a leading role in supporting influential policy development and innovative practice in towns across the UK and Ireland.

We hope that you find this resource useful, and that you will be inspired to share our commitment to creating opportunities for enterprising young people and the communities in which they want to succeed.

Martyn Evans
Chief Executive
Carnegie UK Trust
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TestTown is a skills programme for emerging town centre entrepreneurs. An initiative developed by the Carnegie UK Trust, it has grown out of two priorities: that our town centres are in trouble unless they become more welcoming to new business, ideas, services and technologies; and that creative people with business drive and concern for community can make transformative things happen – if they are well supported and empowered to have a go.

The idea is simple. Take over all kinds of vacant spaces across a town for a week. Let young businesses with the germ of an idea get their hands on those spaces. Give them the resources and training to convert a great enterprising idea into a pop-up business. Let them loose to trade to the public for real over a long weekend. Follow it up with support and see how many businesses grow from the experience and help to change town and city district environments in years to come.

Since launching with our first pilot in Dunfermline in 2013, TestTown events have been held in 19 towns and city districts across the UK and Ireland. These have been run and hosted by a range of partnership organisations including Local Authorities, Business Improvement Districts, landlords and agents, universities and colleges, housing associations and private businesses.

A total of 280 entrepreneurs have graduated through a TestTown development week and gone on to trial and run more than 117 new businesses. They make money. They create jobs. They breathe life back into the areas they break into. Carnegie UK believes in the power of people to make change in their own areas for the better. If we can break down obstacles to them, there’s very little they cannot do.

Over the last three years, the Carnegie TestTown team has built and developed the initiative in partnership with our local town teams. Our aim was always to pilot the approach ourselves and then make the learning and experience openly accessible for other towns and city districts to use. We want as many entrepreneurs to be given this experience as possible so in turn, we need many more TestTown events to be run and supported. TestTown events must become more organic and locally owned.

This ‘Build Your Own TestTown Guide’ has been produced to support these locally owned events. The advice, checklists, stories and resources offer a framework which can be used to construct a TestTown event. It is not a step-by-step guide for town centre success. As every town is distinctive, some of the approaches will work for some and some for others. However, we hope that the Guide will give enough to encourage those who are interested, the guidance and inspiration to have a go and to see what great talent can do in the UK and Ireland when it is given the chance.
Highlights from TestTown 2013-2016

TestTown locations

1. Dunfermline 2013
2. Cambridge 2014
3. Kirkintilloch 2014
4. Middlesbrough 2014
5. Manchester 2014
6. Bury St Edmunds 2014
7. Rhyl 2014
8. Coleraine 2014
10. Carrickfergus 2015
11. Ellesmere Port 2015
12. Enniscorthy 2015
13. Falkirk 2015
14. Great Yarmouth 2015
15. Heanor 2015
16. Huddersfield 2015
17. Perth 2015
18. Walthamstow 2015
£400,000 investment by Carnegie UK Trust

£80,000 profits taken

70% of host towns agreed it helped them engage young people

80% of graduates continued to trade after TestTown

81% gained key business start-up skills

86% gained more confidence in the workplace

75% gained leadership and team-working skills

80% were clearer about what they wanted to do in the future

80% host towns felt their vacant spaces were showcased in innovative ways
INTRODUCTION

BUILD YOUR OWN TESTTOWN
SECTION ONE:

Why do it?
Organising and running a TestTown event is hard work. It is a simple concept, but not a simple event. There are many layers to it from forming local working partnerships with organisations from different sectors, engaging and developing young businesses, negotiating pop-up leases with private landlords to the actual hands-on setting up and de-rigging of the event. So why would you do it?

To answer that, we strongly believe it can produce a number of benefits for your place and your community.

**SHOWCASES YOUR PLACE**
TestTown is about celebrating your place and finding new uses for unused spaces or areas that have been neglected or forgotten about. By simply running an event in these places, you are inviting people to visit who would not have a reason to before. By offering them a different experience, it encourages people to think differently about their town and the challenges and perceptions that exist which might be more based on view than fact.

The creativity and hard work of the hosts and participants allow people to view these units in a completely different way. It allows them to see with a fresh pair of eyes and to see the potential. This does have benefits in terms of securing longer-term tenants for these properties – part of the reason why we would encourage landlords and agents to get involved.

‘The animation of the town centre through pop-ups and performances created a wonderful atmosphere for new and returning shoppers.’
*TestTown 2015 Host*
ENABLES LOCAL NEW BUSINESSES TO HAVE A GO!
Before starting TestTown, Carnegie UK carried out a programme of research called ‘Enterprising Minds’. Our 2015 report ‘The Carnegie Position on Enterprise’ called for a coordinated approach to delivering enterprise education and argues for more opportunities to be provided to young people to test out their entrepreneurial skills. It was this opportunity to test which is one of the main strengths of running a TestTown event. Allowing new businesses to test out their ideas in a low-risk, free trading environment is something which we believe is very important. It allows the young entrepreneurs the freedom to be creative and try out their ideas with nothing to lose.

There are too few opportunities out there for new businesses to have a go without having to provide significant upfront investment. Creating that freer, safer space allows them to learn more about their business idea and if they are suited to that type of business. Most importantly from the feedback we have received, the experience builds entrepreneurs’ confidence and self-esteem. The measurement of TestTown is as much about the businesses that succeed as the businesses who have failed with the participants using this life experience and applying this to other areas of their working lives.

‘You will never learn what we have learned this week in a college room or in a lecture hall, from a book or off the internet – it’s a real life experience and it has been invaluable.’
TestTown 2015 Participant

‘Life changing/ life affirming experience – finalists really went on a life journey’
TestTown 2013 Host

“There are too few opportunities out there for new businesses to have a go without having to provide significant upfront investment. Creating that freer, safer space allows them to learn more about their business idea.”
GETS THE WIDER COMMUNITY INVOLVED

TestTown gives a wider group of people the opportunity to think about and be part of designing the future of their town. TestTown was not created specifically as a community engagement tool. However, it is this aspect of the project that the local TestTown hosts and participants have found particularly beneficial. This style of pop-up event brings young businesses into the town centre and gives them a taste of the opportunities and challenges the town faces. They bring with them a wealth of energy, talent, creativity and innovation into the discussions and planning. The event also gives a reason for the wider community to come into the space and reflect on what they want for the future of their town (see Section 3: Document and Evaluate.) One of the biggest successes is the young businesses themselves setting up in their towns and becoming an active part of their business community.

‘Great experience for young people. Young people have a bad reputation in my home town so TestTown allowed us to show we had something more to give and that we were striving to achieve life goals.’

TestTown 2015 Participant

“The event also gives a reason for the wider community to come in to the space and reflect on what they want for the future of their town.”
‘The younger generation is the future, so spending the time to encourage them to care and solve problems regarding the high street is a wonderful step forward.’
TestTown 2014 Participant

LOW–RISK
TestTown is all about creating a risk-free environment for new business to try out their ideas in a town centre space. However, one of the first things to keep in mind is that these events are also low risk. Although we believe the initiative has longer-term benefits, the event itself is temporary. Things do go wrong but in our experience this is always manageable with good planning.

‘The best bit about TestTown was trying an idea risk-free and seeing people on the high street respond well to it.’
TestTown 2014 Participant

IT’S FUN
If you are still not convinced this is the best bit… running and participating in a TestTown event is fun! It requires a great deal of energy from all involved but gives a huge sense of satisfaction at the end.

‘The whole TestTown experience has been so rewarding. We have amazing entrepreneurs with bags of talent and to be able to showcase that in our town centre was a really proud moment for Huddersfield’
TestTown 2015 Host

‘It was terrifying but I loved every minute of it!’
TestTown 2016 Participant
TestTown piloted in Dunfermline in 2013, after two years of planning and development. The project was run by the Carnegie UK Trust working with Fife Council and local BID Dunfermline Delivers as local hosts, and set a challenge for 16-30 year olds to come up with innovative business uses for town centre spaces. Three years on we are able to reflect and see what effect hosting TestTown had on Dunfermline. Out of the eight vacant units used by the Testtown finalists, six are now occupied by independent businesses. Encouraged by the success of TestTown, the town set up their own local “TestTown” style event titled “Venture Street” in 2014 funded and supported by Carnegie Dunfermline Trust. Eight businesses plus a unit run by school pupils breathed new life into vacant properties in the Bruce Street area for six weeks leading up to Christmas, and graduates from that programme have gone on to set up businesses.

The local authority, business improvement district and other local agencies have all developed enterprise support strategies to back more businesses locally. This first TestTown project taught us the importance of building a strong local coalition, across sectors, to maximise the impact of the activity.

Kirsty Tait,
Carnegie UK Trust
kirsty@carnegieuk.org

“Eight businesses plus a unit run by school pupils breathed new life into vacant properties in the Bruce Street area for six weeks leading up to Christmas, and graduates from that programme have gone on to set up businesses.”
TestTown Ellesmere Port was designed and run by the regeneration team of Plus Dane Housing Association. The aim of the project was to raise the profile of enterprise as an option for unemployed and more vulnerable people. Participants did not need to be ‘enterprise ready’ with a developed idea to take part. Referrals were encouraged from the Princes Trust, Cheshire West and Chester Youth Services and Business teams, the Work Zone, Job Centre, Cheshire Young Carers as well as Plus Dane’s frontline services.

TestTown Ellesmere Port was designed around a Pop-Up Business School course, whose ethos is about making the process of starting a business as accessible as possible (www.popupbusinessschool.co.uk). Titled ‘Pop up in the Port’, the programme was a blend of wellbeing workshops, a five-day Pop-Up Business school course and the opportunity to trade and showcase at the end of the process in a Pop-Up Business Fair. Although the outputs were important, TestTown Ellesmere Port was more about the journey that the participants went on and the confidence and motivation it generated.

“Although the outputs were important, TestTown Ellesmere Port was more about the journey that the participants went on and the confidence and motivation it generated.”

Toria Buzza,
Ellesmere Port and Neston, Plus Dane

toria.buzza@plusdane.co.uk
Case Study:  
TESTTOWN PEOPLE – BECOMING PART OF THE BUSINESS COMMUNITY

Taking part in TestTown Dunfermline gave Emma the confidence and belief that her idea for a creative cake café could work in her home town of Wexford. ‘I learned so much in that one week, it was an amazing experience and I truly would not be where I am now without it.’ After eight months of working, she managed to save enough money to open and has not looked back since. EmzCakes Creative Café now employs five people and has become a valued part of Wrexham. Spurred on by her own difficulties in finding support and guidance when going through the journey of opening a shop, Emma has become involved in a new community interest group called ‘The Wrexham Business Group’.

This has been set up by and for Wrexham’s traders, to allow them to speak with one strong voice, to work together to promote the town and to provide moral support, advice and practical help between one another. To date, they have set up their own pop-up street festival, helped members claim rate-relief, set up their own online high street Virtual Wrexham (www.virtual-wrexham.co.uk) and mentored and supported young businesses opening up in Wrexham Centre – www.wrexhambusinessgroup.co.uk

Emma Wilson,  
EmzCakes Creative Café,  
Wrexham

Email: www.emzcakes.com  
Tel: (01978) 366 668  
Facebook: emzcakes

“I learned so much in that one week, it was an amazing experience and I truly would not be where I am now without it.”
Colleen Reid won her heat in TestTown Kirkintilloch and went on to win a highly commended award at the 2014 Grand Final in Cambridge with her business idea ‘Tigerprint Tees’. This was a jungle-themed coffee shop for kids were they could design their own T-shirts and accessories on the spot. ‘TestTown gave me the chance to bring a new idea to local people, let them experience it and get immediate feedback and sales figures from a weekend of actual trade – that’s something a market research questionnaire will never be able to do!’

Based on her experience, she realised that although the concept was well received and had great potential in was not one she could develop at this stage. ‘The feedback and experience of running the business gave me evidence that the idea was one customers loved, sales figures that proved it could be profitable and an understanding of how many man hours would have to go into the idea for it to work. With this knowledge, I knew the idea was a good one but I didn’t have the time to commit, so I took the invaluable business lessons I had learned and started a new business venture.’

This natural ‘business starter-upper and sidepreneur’ now runs online business ‘Barking Rad’ alongside working full-time. Supported by Scottish EDGE, this is an online shop and monthly gift box service for dogs using only the best, handmade items.

‘TestTown 2014 did what it set out to do - create a buzz in the community and bring life back to the high street. From day one of setting up my shop, local business owners rallied round to find out what I was doing and offer their support. Even with a half closed shutter, closed doors and incomplete window displays, local people popped in to see what business was going to open and share how great it was to have something new and colourful in that empty space.’
SECTION TWO:

Who do you need?
‘The essence of towns is their social and economic DNA and that comes from their people.’

Jim Yanchula, Urban Regeneration Manager, City of London, Canada

Each of the 19 TestTown events run to date have been unique. This is as much down to people involved as the physical place they have been hosted in. The unifying factor that all these people have in common is the passion for their town. Each plays an important role and it is worth spending sufficient time in the lead-up to the event to get the right people in place and make sure that the host partnership works. You will likely need support from local landlords and agents, and of course young business ready to try their ideas.

THE HOST PARTNERSHIP

Carnegie UK Trust have been open in their search for partners to host TestTown events over 2013-2016 and have welcomed bids from business improvement districts, local authorities, colleges, universities, town centre managers, traders’ associations, housing associations, charities and businesses and retail centres. As a result, TestTown events have been hosted by a variety of partnerships.

This partnership working has proved to be a real strength in terms of how the events are designed, but also the opportunities for a cross-sectoral approach to a certain area. Communities do not operate in silos – all aspects are interrelated and solutions need be designed appropriately. At the most positive end of the scale it is hoped that the partnerships formed to run TestTown events continue to work together to develop their places.
## EXAMPLES OF TESTTOWN HOST PARTNERSHIPS

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<thead>
<tr>
<th>TESTTOWN</th>
<th>PARTNERSHIP</th>
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<tr>
<td>Dunfermline 2013</td>
<td>Fife Council, Dunfermline Delivers, Carnegie UK Trust TestTown team</td>
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<tr>
<td>Middlesbrough 2014</td>
<td>Middlesbrough Council, Middlesbrough College</td>
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<td>Rhyl 2014</td>
<td>Coleg Menai, Denbighshire Council, Rhyl City Strategy</td>
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<td>Coleraine 2014</td>
<td>Coleraine Council, The Diamond Centre</td>
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<td>Kirkintilloch 2014</td>
<td>East Dunbartonshire Council, Dunbartonshire Chamber of Commerce</td>
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<td>Manchester 2014</td>
<td>Manchester City Council</td>
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<td>Bury St Edmunds 2014</td>
<td>OurBuryStEdmunds BID, St Edmundsbury Council</td>
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<td>Perth 2015</td>
<td>Perth and Kinross Council, St Johns Shopping Centre, Perth College (UHI), Perth Farmers Market and Small City, Big Personality</td>
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<tr>
<td>Falkirk 2015</td>
<td>Falkirk Towns Limited, Business Gateway, CVS, Howgate Shopping Centre, Royal Bank of Scotland, Real Retail Solutions, Eden Consultancy Group</td>
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<tr>
<td>Enniscorthy 2015</td>
<td>Enniscorthy Municipal District Council, Enniscorthy Chamber of Commerce, Wexford Local Development Company</td>
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<tr>
<td>Heanor 2015</td>
<td>Amber Valley Borough Council, Heanor Traders Association, Heanor Gate School, Qdos Arts, Heanor Community Fair</td>
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<tr>
<td>Carrickfergus 2015</td>
<td>Mid and East Antrim Borough Council, Carrickfergus Enterprise Agency,</td>
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<td>Huddersfield 2015</td>
<td>Kirklees Council, Kirklees College, Creative and Media Studio School, Upper Bately High School</td>
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<td>Ellesmere Port 2015</td>
<td>Plus Dane Housing, SEED Enterprises, Pop-Up Business School, made-here and Fab Lab</td>
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<td>Walthamstow 2015</td>
<td>London Sustainability Exchange, Tree Shepherd Social Enterprise Mentoring and Advice</td>
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<tr>
<td>Great Yarmouth 2015</td>
<td>Great Yarmouth Borough Council, Great Yarmouth BID, Great Yarmouth College and Open Skies Promotions</td>
</tr>
<tr>
<td>Bridgend 2015</td>
<td>Bridgend College, Bridgend County Borough Council, Bridgend Enterprise Effect Project, Go Rookie (a TestTown 2014 finalist, Bridgend Trading Standards, Bridgend Town Centre Traders’ Forum, Bridgend Indoor Market, local entrepreneur Mr Azul.</td>
</tr>
<tr>
<td>Glasgow Saltmarket (2015/16 Grand Final)</td>
<td>Glasgow City Council, City Property LLP, Carnegie UK Trust TestTown team</td>
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</tbody>
</table>
'Make sure you have the commitment from key players in the local area. Without the dedication of the local authority and the City Strategy group, it would not have been possible.'

TestTown 2014 Host

‘One of the main strengths for Rhyl was the engagement of the College with the community and the sense that we could work together to bring something significant to our area.’

TestTown 2014 Host

**A DEDICATED TESTTOWN CO-ORDINATOR**

Partnership working can be challenging so it is vital to set time at the start to work out who will contribute what and the roles each member will take. In our experience and based on feedback, it is important that a dedicated co-ordinator is identified. They need to be prepared to hold all the different strands together – from recruitment, to PR, to giving the participants guidance and support leading up to the event to managing the partnership and allocating tasks. It is important that this named person is also the on-site co-ordinator during the event. This is an intense role, but can be made manageable with the right time management, planning and preparation. If you enjoy multi-tasking and a challenge, this role is for you!

‘I would have allowed myself more time without a doubt... Until you help facilitate a project such as this, I don’t think you are aware of all the little details involved and the local politics which can often send you three steps backwards. It was, however, the most interesting project I have worked on and all the hours were well spent!’

TestTown 2014 Host

‘The time management is definitely one of the harder challenges as you need to set up within the space of two/three days. Whilst doing so you also need to try and make sure that the public know that you’re popping up shortly. Nevertheless, it’s a skill which needs to be developed and I can genuinely say that during the final it was one of the most productive weeks ever.’

TestTown 2014 Participant

**YOUNG BUSINESSES WITH NEW IDEAS FOR TOWN AND CITY DISTRICT SPACES**

Time and thought needs to go into the engagement and recruitment process for the participating businesses. Some of the past TestTown events have found a low initial response to the opportunity challenging. In 2013 and 2014, the recruitment of young businesses for the TestTown events was run centrally by the Carnegie TestTown team through the main website www.testtown.org.uk.

In 2015, we left it up to the host organisations to design the recruitment process for their participants with some being more successful than others. Based on our and other TestTown hosts’ experience, a table of handy tips are listed below to use when designing your recruitment strategy for participating businesses.

‘We had a strong team that was able to organise and deliver a very successful event. Unfortunately, we struggled to engage many young people.’

TestTown 2015 Host
RECRUITMENT HANDY HINTS

- **Promotion and social media** As one TestTown host stated: ‘You need to put a lot of effort into front loading the marketing to generate the referrals.’ In terms of finding interested young businesses you need to operate where they are. Above all, we found that regular promotion using social media is the best method for encouraging entries. Tap into existing energy and campaigns, link in with existing channels and organisations. There is a wealth of advice and guidance about how to use social media effectively online and we would encourage all interested partnerships to utilise this.

- **Ideas**
  * Social media – your own channels and those of local organisations willing to lend support
  * Use images and hashtags to get your posts and tweets noticed. You could even make a simple video using a smart phone
  * Email local organisations, schools and colleges who can spread the word, and offer to go and speak to them in person if you’re able to.
  * Contact your local press with a short article accompanied with a photo if possible (perhaps some local young people could come up with an idea for a photo or short video to promote the competition)

- **Make it a competition and offer a prize** In each year, Carnegie UK Trust has awarded a £10,000 investment to the winning participating business judged over a TestTown Grand Final event. This certainly has helped the recruitment process in terms of appeal, but on the other hand, the experience and investment offered by the smaller, local TestTown events has also been proved to be equally an attraction. The recognition of a winner irrelevant of what the ‘prize’ is, is something that is valued by the participants.

- **Application timescale and deadline** We have found that a short, targeted and energetic campaign works best.

- **Make the application process as easy and accessible as possible.** In the past, we have intentionally sought to minimise the paperwork requirement of applying and to make the process as accessible as possible. In 2013 and 2014, applicants were asked to submit an online application which included a short video and complete a basic form with their contact details and a 150 word maximum business pitch.

- **Set clear rules for participating businesses.** In 2014, the only rules were:
  * Don’t break the law
  * No gambling
  * The idea must show it can be sustainable and fulfils a need in your town (it could be a business idea, a social or community enterprise, technology or a project.)

- **Draft clear selection criteria and put together a selection panel.** Two heads are better than one – use your partnership to form a selection panel and have clear criteria set out for decision making. This helps bring people’s opinions together and is also useful when unsuccessful applicants request feedback.

- **Age limit** The first pilot in Dunfermine was run with a clear age limit of 16-25 for entrants. Through our experience, we have gradually felt this to be an unhelpful limitation. However there are a number of things to bear in mind when working with under 16s (minors) and with 16-18 year olds (young workers) in terms of disclosure checks, support, working hours, breaks, chaperones, media permissions, risk assessments etc. It is worth checking with your local Citizens Advice Bureau to make sure you have the correct support mechanisms in place for these age groups. Apart from this, we would encourage all ages to get involved. The real key is that participants are new, or nearly new to enterprise and will therefore gain new skills from this experience.
'Let the young businesses help develop and deliver the activity, they have tons of ideas!'  
*TestTown 2015 Host*

'It’s a really good way of making business ideas come alive for young people, because normally young people aren’t taken seriously.'  
*TestTown 2014 Participant*

The TestTown model has always been based on a host partnership running the event and recruiting young businesses to take part. However, the push could and should also come the other way – from a group of young businesses wanting to set up a TestTown event. We hope that this guide will be as helpful for these groups, to direct them who to get on-board, the elements they need and how to run this style of event. Our aim is that as the initiative develops and this guide is used, we will see more of these style of events, instigated, designed, managed and co-ordinated by the young businesses themselves.

**PEOPLE WHO OWN SPACES**
The support from people who own spaces is imperative. One of the key aims of TestTown is to display how a variety of spaces in town centres can be used innovatively. Retail, civic, public, private and green space should all be explored and relationships built with the owners or custodians. Having the people who own the spaces involved in the planning stage is very helpful. It enables them to be part of the process and help shape the event itself. It also allows for any concerns or issues in terms of the use of the spaces to be raised early on. It is a leap of faith for landlords/agents to allow their units/spaces to be effectively ‘taken-over’ for a week for free so the management of this relationship is important.

‘Build a relationship with landlords and agents beforehand and use units with high footfall and have them within walking distance of each other.’  
*TestTown 2014 Host*

**THE JUDGING PANEL**
Although a TestTown event does not have to run as a competition we have found that the participants do appreciate this element of it (though the process does have to be carefully managed see Section 4: Design a TestTown Event.) The judging panel plays a big part in the management of this process. In the past, one of the things that has come up again and again in the participants’ feedback is the need for constructive feedback to their business ideas. As a result, it is important to choose judges that have the experience and are able to provide this to back up the decisions they make. A simple TestTown judges’ scoring sheet is included in Section 8: TestTown Templates.

‘I honestly had a fantastic time talking to the judges and it was nice to get some honest feedback about my products.’  
*TestTown 2015 Participant*

‘Meeting the judges was an invaluable experience, as each judge had very different questions to ask.’  
*TestTown 2015 Participant*

**MENTORS AND BUSINESS ADVISORS**
Mentoring is crucial to help the participants implement their business. For TestTown Dunfermline in 2013, we connected each business with a mentor before the event so that they could seek specialist advice. They then had access to that mentor after the event to help think about what direction they wanted to take their business in. Due to the voluntary nature of mentoring and the willingness of the new businesses to use this, the success of this varied from relationship to relationship which is understandable. If you do choose to put in place mentors, it is very important to be clear with them and the participants about each other’s expectations, resources, time allocation and desired outcomes. Mentoring should be fun and productive, not onerous.

In terms of business training, in previous years, Carnegie UK has led a business masterclass session for participants of the pilot in Dunfermline and Grand Final events. This lasted a full day and was programmed for the start of the events. Speakers were invited from...
our partners, and the teams undertook breakout, classroom and project activities. An example of the structure of our masterclass session can be found in Section 8: TestTown Templates.

It is really important that you also link into the wider existing entrepreneur/business support networks in your area. This will maximise the experience for the new businesses involved in your event and ensure that they receive the support and mentoring they require after the event is complete. We have always acknowledged that TestTown is the very first step for people on their entrepreneurial journey. There is a wealth of national and local business knowledge and support that can be tapped into to help these fledgling businesses to develop and grow.

‘It was good to get involved with each of the participants and I think with this greater involvement this has led to some of the finalists being able to take up further support from the economic development unit within Council.’
TestTown 2014 Host

‘Working with Test Town supported my application for a start-up loan from The Prince’s Trust because I could prove that there was a need for my product on the high street and customers wanted to design their own jewellery and gifts.’
TestTown 2014 Participant

SPONSORS
Over the last three years of running TestTown, Carnegie UK Trust has worked with a range of sponsors to make the activities possible. Using sponsorship and in-kind support from private business can enhance the event and the experience of the young businesses involved. Past sponsors have included:

- **RBS and Natwest:**
  National and Regional Directors across the bank ran training sessions for participants, arranged free banking services, and helped with follow-on mentoring and finance

- **Havelock Europapa:**
  supplied ex-office furniture for pop-up shop-fits.

- **Worldpay Zinc:**
  Provided past TestTowns with wifi payment technology

MYSTERY SHOPPERS
A number of the hosts have used mystery shoppers during the trading days of their TestTown events. These have assisted with the judging decisions and also contributed to the feedback given back to the entrepreneurs and the end of trading. Getting a customer’s point of view can really enhance the skills development of the young businesses. A simple mystery shopper feedback form is included in Section 8: TestTown Templates.

YOUNG VOLUNTEERS – TESTTOWN AMBASSADORS
This is something which the Carnegie TestTown team has trialled through the Dunfermline and Glasgow Saltmarket TestTown events. Through this, we worked with the Fife Youth Work Service team and the University of Strathclyde’s Consultancy Society to employ young volunteers to assist with the promotion and delivery of the events. This allowed us to have a wider engagement with young people in these places and it also allowed young people who are under the age limit get the chance to be involved and develop their own skills. Tasks allocated included; on-street marketing and guides, helping the businesses set-up, creating promotional murals and other materials and gathering feedback. In our experience having these young people involved as TestTown Ambassadors and acting as representatives of their town has been a huge asset to the events. They bring a different level of enthusiasm and energy and provide a welcoming face to visitors. It is worth noting in Dunfermline, we delivered a training session in advance and the youth workers were engaged and supportive which was crucial to the wellbeing of the teenagers and success of the scheme. The students from Strathclyde were also supported by The University of Strathclyde’s Enterprise Clinic.
Case Study:
TESTTOWN RHYL 2014 – PARTNERS WORKING TOGETHER

The TestTown event in Rhyl, North Wales, was a great example of how an innovative local partner could draw together a whole range of agencies to make the event work. Coleg Menai, the local further education college, led the delivery of the TestTown in partnership with Denbighshire Council and Rhyl City Strategy. Between them, these partners secured units from private landlords, allowed us access to public spaces and the town library, hosted the masterclass training day in the bespoke Retail Studies centre at the college, and laid on a spectacular judging night celebration to reward the participants. With clear college and local authority lead officers taking responsibility for the project over the long term, the project delivered a stronger impact.

“With clear college and local authority lead officers taking responsibility for the project over the long term, the project delivered a stronger impact.”

Stephanie Harding, Rhyl College
hardin2s@gllm.ac.uk
Case Study:
TESTTOWN HUDDERSFIELD 2015 – MARKET STALL TO SHOP

TestTown Huddersfield was hosted by Kirklees Council in partnership with the Peter Jones Academy at Kirklees College and the enterprise team at Huddersfield University. Designed as ‘Welcome to Huddersfield’ weekend in October, this event was used to promote and support their youth market ‘The Alternative Market’ which they have been developing since 2014. This is part of the successful national ‘The Teenage Market’ initiative, theteenagemarket.co.uk. Using the Teenage Market’s licensing package, ‘The Alternative Market’ scheme provides free and subsidised trading opportunities to young entrepreneurs aged 13-29 and is fully funded by Kirklees Council.

Kirklees Council used the TestTown model to offer the ‘Alternative Market’ stallholders the opportunity to trade out of council owned vacant shops for the weekend, giving them the opportunity to see if a permanent retail unit would suit their businesses. 22 businesses took part in the ‘Welcome to Huddersfield’ weekend trading out of a variety of vacant shops and market stalls. The TestTown 2015/16 winner, Stephen Bond developed his business ‘Panda’s Kitchen’ through this and is now based in a retail unit in Byram Arcade.

“Kirklees Council used the TestTown model to offer the ‘Alternative Market’ stallholders the opportunity to trade out of council owned vacant shops for the weekend.”

Maria Cotton,
Kirklees Council

Maria.Cotton@kirklees.gov.uk

WHO

30 BUILD YOUR OWN TESTTOWN
In May 2016, TestTown Bridgend winners, Geraint and Caitlyn signed the lease with Bridgend College which would see their vision of opening Ddraig Valley Farm Park on the college’s land turn into a reality. Ddraig Valley Farm Park is being set up as a visitor attraction in South Wales where families can come and learn about animals of all sorts, from farm animals to more exotic species. Alongside this, Geraint and Caitlyn also want to provide a place for work experience, where people leaving the college can come and get real-life experience and improve their skills and chances of employability. Their vision was three years in the making and throughout supported and nurtured by the Enterprise team at Bridgend College.

From being awarded Bridgend College Business Student of the Year Award and the Bridgend Business Forum Student Entrepreneur of the Year, to taking part in the 2015 Big Ideas Wales Boot Camp to Business, to winning TestTown Bridgend and participating in the finals in Glasgow Saltmarket, both Geraint and Caitlyn acknowledge and appreciate the support they have been given. ‘We also have been working non-stop with Bridgend College’s enterprising officer, she has been a valuable asset and has been able to help us mould and focus our minds to become a much more productive team.’

“We also have been working non-stop with Bridgend College’s enterprising officer, she has been a valuable asset and has been able to help us mould and focus our minds to become a much more productive team.”
Case Study:
TESTTOWN PEOPLE – YOUNG BUSINESSES NOT YOUNG BUSINESS PEOPLE

After aiming TestTown very directly at 16-25 year olds in 2013, Carnegie UK realised that this was an unhelpful limitation and removed the age barrier from 2014 onwards. Since then, we have seen a fascinating range of entrepreneurs of all ages take part in TestTown events. One of these was Michael Maley. ‘While I think encouraging young entrepreneurs is important, so is encouraging us older ones. Many of the funding options and competitions like this one are aimed at a maximum age brackets at a time when many older people are looking to change career and have the knowledge and experience to create very successful business.’ Michael wanted to do something fun when he grew up and little did he know it would take into his 30s and careers ranging from electrician and chef, to social enterprise and corporate training to find the career that did just that.

There is not much that beats chocolate making in terms of fun.

‘Maley’s Artisan Chocolates’ specialises in hand-crafted, naturally flavoured fine chocolates from truffles to bars to lolly pops. Participating in TestTown Falkirk and Glasgow Saltmarket gave Michael the inspiration and confidence to move to the next step, opening his own shop in the centre of Falkirk.

“Participating in TestTown Falkirk and Glasgow Saltmarket gave Michael the inspiration and confidence to move to the next step, opening his own shop in the centre of Falkirk.”

Michael Maley, Maley’s Artisan Chocolates

www.maleys.co.uk
46a Grahams Road, Falkirk, FK1 1HR
We are open
Wednesday to Saturday
10.30 to 5.30

“Maley’s Artisan Chocolates” specialises in hand-crafted, naturally flavoured fine chocolates from truffles to bars to lolly pops. Participating in TestTown Falkirk and Glasgow Saltmarket gave Michael the inspiration and confidence to move to the next step, opening his own shop in the centre of Falkirk.

From No 46 Grahams Road, Michael and his team produce, sell and run workshops to share Michael’s passion for chocolate making with others.
SECTION THREE:

What do you need?
SECTION THREE:

What do you need?

A DATE THAT SUITS
The programming of a TestTown week into your town’s calendar of events is important. It is best to avoid the natural ‘down’ times in the physical retail calendar. From our own experience, holding an event in February in an area with little existing footfall gives the participants almost an impossible challenge. Also if you are linking into local schools, colleges and universities – be aware of the academic calendar and plan around this. Key dates offer opportunities, we would encourage you to link in with existing events, celebrations and occasions.

‘The timing of the event is crucial.’
TestTown 2015 Host

‘Due to the event taking place in the summer holidays it was difficult to get any interest from senior secondary pupils or students from the local further education college. We didn’t get any interest from young people in the area which was disappointing as this was one of our main aims.’
TestTown 2014 Host

VACANT SPACES
One of the key aims of TestTown is to display how a variety of spaces in town centres can be used innovatively. Therefore, all space should be explored when designing this event – retail, civic, public and green space. This variation of use has been shown by the spaces used by past TestTown events (see table below.) Ideally the space should be allowed to be used for free and any issues should be resolved collaboratively with the local authority and key agencies. Think also about the distance between the spaces used. It is much easier in terms of co-ordination if the spaces are within easy walking distance of each other. It also allows for a greater sense of community between the participants.)
<table>
<thead>
<tr>
<th>Testtown</th>
<th>Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dunfermline 2013</td>
<td>Vacant shops in town centre – mix of shared and individual space</td>
</tr>
<tr>
<td>Middlesbrough 2014</td>
<td>Mix of vacant town centre shops and shopping centre units</td>
</tr>
<tr>
<td>Rhyl 2014</td>
<td>Vacant shops in town centre – mix of shared and individual space</td>
</tr>
<tr>
<td>Coleraine 2014</td>
<td>Vacant retail units in a shopping centre</td>
</tr>
<tr>
<td>Kirkintilloch 2014</td>
<td>Vacant shops in town centre – mix of shared and individual space</td>
</tr>
<tr>
<td>Manchester 2014</td>
<td>Shared space in a marquee in an outdoor shopping plaza</td>
</tr>
<tr>
<td>Bury St Edmunds 2014</td>
<td>Vacant shops in town centre – mix of shared and individual space</td>
</tr>
<tr>
<td>Cambridge (2014 Grand Final)</td>
<td>Vacant shops– mix of shared and individual space</td>
</tr>
<tr>
<td>Perth 2015</td>
<td>One rolling vacant retail unit in a shopping centre (week let per participant.)</td>
</tr>
<tr>
<td>Falkirk 2015</td>
<td>Shared retail unit in shopping centre</td>
</tr>
<tr>
<td>Enniscorthy 2015</td>
<td>Shared vacant shop in town centre</td>
</tr>
<tr>
<td>Heanor 2015</td>
<td>Shared space in a marquee</td>
</tr>
<tr>
<td>Carrickfergus 2015</td>
<td>Shared vacant shop in town centre</td>
</tr>
<tr>
<td>Huddersfield 2015</td>
<td>Indoor market and arcade space and vacant shops</td>
</tr>
<tr>
<td>Ellesmere Port 2015</td>
<td>Fair stalls in a local church hall</td>
</tr>
<tr>
<td>Location</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Walthamstow 2015</td>
<td>A business pitching event rather than pop-up trading event</td>
</tr>
<tr>
<td>Great Yarmouth 2015</td>
<td>Workshop and performing space for young musicians</td>
</tr>
<tr>
<td>Bridgend 2015</td>
<td>The wooden huts set up for the local Christmas market in the town centre</td>
</tr>
<tr>
<td>Glasgow Saltmarket (2015/16 Grand Final)</td>
<td>Shared spaces in the The Briggait 1873 hall (renovated historic fish market now art, office, studio and event space) and vacant shops</td>
</tr>
</tbody>
</table>

We have produced and used a Tenancy at Will Agreement which you might find helpful to use with participating landlords/agents (this can be found in Section 8: TestTown Templates.)

Trading space should be confirmed some weeks before the competition week. This is to ensure there is time to make any alterations so units are suitable for trading. We have produced a series of check-lists to help you set up and de-rig your pop-up spaces - See Section 8: TestTown Templates.

‘It was an amazing location, yet because of the distance between finalists, we felt a little neglected because we so far out of the way. Try and have all finalists a fairly equal distance apart.’
TestTown 2014 Participant

‘We underestimated a lot or things which needed to be considered for the units and ended up doing the cleaning etc. for a couple on our own. All a good learning curve though for future initiatives and we’d make sure we added more lead in time to them.’
TestTown 2014 Host

**SHOP FITTING**

As mentioned above there can be quite a lot of preparation involved in ensuring that the shop unit is ready for use and this should be thought through in plenty of time (see checklists). If you have a supplier delivering shop fittings, this will need to be carefully co-ordinated to ensure that participants are able to specify what they would like (usually if this is being offered for free, they will not be able to be hugely specific but should be able to list their basic requirements). Delivery should be planned carefully to ensure that access to the trading space is possible and a staff member is around to receive the goods. Participants should be given clear guidance about when their equipment and merchandise can be delivered. We have found that most people prefer to bring it with them rather than courier ahead. You will need to plan in time to show them the unit and for them to complete their set-up.

**PAYMENT METHODS**

Host towns should never be required to take responsibility for participant’s cash takings, profits or losses. They should encourage participants to put in place sensible banking arrangements.

We usually encourage teams to cash up at the end of the day and deposit their takings with the relevant bank branch. You can also hire tills for a fairly reasonable price. We were also supported by Worldpay Zinc who provided TestTown with wifi payment technology.

**INVESTMENT AND SPONSORSHIP**

Our aim with TestTown was always to try to make the model as accessible as possible. We know that events like these can be successfully run on a small budget with a lot of in-kind investment.

However, they cannot be run without some form of financial investment/support or sponsorship. In 2015, we allocated £3,000 to each local
TestTown to assist with running the programme and event. The pilot in Dunfermline and Grand Finals in Cambridge and Glasgow Saltmarket required more financial investment but this was due to them being national events bringing businesses together from all over the UK and Ireland.

In terms of investment for more local events, the following elements need to be considered:

<table>
<thead>
<tr>
<th>INVESTMENT ELEMENT</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>Development Grants for participating businesses</td>
<td>As most participating businesses taking part in TestTown will be at the very start of their business journey, it is worth thinking about allocating them development grants to help them prepare to run a pop-up shop/service. We and other local hosts have done this in past and have developed a Grant Contract to use (in Section 8: TestTown Templates.)</td>
</tr>
<tr>
<td>Promotion and marketing campaign</td>
<td>The success of these events rely on visitor numbers so this is worth investing in – see Section 5: Get the Word Out for more detail.</td>
</tr>
<tr>
<td>Vacant units – make good costs/ shop fitting/ de-rig repairs.</td>
<td>No vacant unit will come ready-made for a pop-up event. The level of investment will depend on the individual landlord/agent so as stated earlier, it is worth involving them right at the beginning of the planning stage and having them as part of the ‘host’ team.</td>
</tr>
<tr>
<td>Prizes</td>
<td>Carnegie UK Trust has run TestTown for the last three years based on a £10,000 prize being given to the most successful town centre entrepreneur. We have also awarded runner-up cash prizes in the final events. This is something to consider. Again through our feedback, one of the elements that most of our participants say would make a difference is financial investment for start-up costs.</td>
</tr>
</tbody>
</table>

A SUPPORT PACKAGE FOR PARTICIPANTS

In the run up to the activity, participants usually need a high level of guidance and support to aid the delivery of their business. In previous years, Carnegie UK Trust and the Host Towns have provided participants with guidelines on setting up their businesses, with information on units and the timetable of the week. You may find it helpful to develop a communications plan which outlines what you need to tell participants at each stage of the activity and an online system which assists with getting the information out. In the past, we have used Trello, Facebook and Basecamp for this purpose.

‘Have plenty of time to be on hand during trading as working with lots of stakeholders and businesses is very time consuming. It is key to manage the expectations of the participants e.g. they will not all make lots of money during their first day of trade.’
TestTown 2015 Host

‘My best bit would be the engagement with the competitors during the online surgeries. A few lines of communication made all the difference in their applications and enthusiasm.’
TestTown 2013 Host

Participants will also need ad hoc support and this can be quite time consuming. It is useful to have a specific person allocated to provide this support who is able to spend time listening and giving basic advice (see Section 2: A Dedicated TestTown Co-ordinator.) Often, people just want to talk through their ideas with someone else. If a participant becomes particularly demanding, you may need to carefully clarify boundaries and explain clearly the limits of what the programme is able to help with.

We have developed a TestTown Participants Toolkit which highlights all the different elements the businesses need to think about before setting up to trade. This can be found in Section 8: TestTown Templates.
Based on our feedback, one of the elements that past TestTown events have not got 100% right yet is follow-on feedback and support after the event itself. In-depth, honest feedback has been highlighted by the past participants as one of the things they appreciate most. Make sure that you have a plan in place to capture this through the week (from the judges, mystery shoppers and hosts.) Allocate time after the event to pull this all together and feedback to each participant.

See the Participant Support Check-list in Section 8: TestTown Templates.

‘I think afterwards there needs to be more support. I think more in-depth feedback would be great so we can build upon our strengths and weaknesses.’
TestTown 2013 Participant

‘Had I had the opportunity to run TestTown, I would have arranged for a number of business owners representing a range of businesses to attend the event and provide more feedback in some form to each of the participants whether just verbally or via a short survey.’
TestTown 2015 Participant
## DOCUMENTATION AND EVALUATION

Throughout the last three years, we have been exploring and testing methods of how to document and evaluate the TestTown programme and encouraged all our local TestTown Hosts to do the same. This guide would not have been possible without all the feedback and stats given and collated. We believe that this is important to show how TestTown events can make a difference in terms of the individuals and places involved. The event also gives the host partners an opportunity to get wider feedback from residents, traders and visitors. We would strongly encourage some form of evaluation to be planned into the event. The 2015 Evaluation Toolkit drafted for the local hosts can be found in Section 8: TestTown Templates. Listed below are a number of tools and methods previously used.

<table>
<thead>
<tr>
<th>METHOD</th>
<th>HOW USED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Questionnaires</td>
<td>Survey Monkey has allowed us to capture the bulk of our feedback from TestTown host partners and participants. It gives people the time and space to reflect on their experience and is also not too time demanding. More information about this tool can be found here - <a href="http://www.surveymonkey.com">www.surveymonkey.com</a> and templates of questionnaires used can be found in Section 8: TestTown Templates.</td>
</tr>
<tr>
<td>Feedback sessions</td>
<td>Feedback sessions in person also work effectively and allows discussions to take place. This is a good way of capturing the host partner’s feedback pre and post event.</td>
</tr>
<tr>
<td>Video interviews</td>
<td>Video and audio interviews offer a good way to capture feedback from the participants, hosts, residents, visitors and retailers. With changing integrated technology, this can be done easily using mobile devices with hosts and participants having the ability and tools to do this themselves. However, some degree of control and guidelines will have to be agreed prior to setting this up (see Section 5: Get the Word Out.) Watch past films on the TestTown Youtube Channel (<a href="https://www.youtube.com/channel/UCm78mdefS-3blWv9t43ws9A">https://www.youtube.com/channel/UCm78mdefS-3blWv9t43ws9A</a>) Listen to Enterprise Ian’s interviews with the Saltmarket Finalists on AudioBoom (<a href="https://audioboom.com/boos/4246493-enterprise-iain-investigates-test-town-2016">https://audioboom.com/boos/4246493-enterprise-iain-investigates-test-town-2016</a>)</td>
</tr>
<tr>
<td>Visitor counts</td>
<td>During past TestTowns, we have used volunteers to take a footfall count to allow us to understand if the event increased visitors to that area of town.</td>
</tr>
<tr>
<td></td>
<td>Between 11.30am and 12noon each day, they would be stationed outside one of the TestTown units and count the number of people visiting the shop. We previously used digital clickers which can be purchased online. Always make sure that the method used for counting footfall on a comparable day is the same as the method used during TestTown.</td>
</tr>
<tr>
<td>Feedback postcards/ beer mats and post-boxes/ Visitor Books</td>
<td>This is an effective and inexpensive way to capture feedback from shoppers to the shops/units as they visit.</td>
</tr>
</tbody>
</table>
The organisers of TestTown Falkirk decided to use a vacant shop in their local shopping centre, the Howgate for their event. The space was shared by the five finalists with each given a stall to brand and trade from. This use of pop-up space in shopping centres is one which has been utilised by a number of our TestTown hosts including Coleraine and Perth. It allows the participants access to the existing shopping centre visitors but also offers a different kind of shopping experience which draws new visitors in. The Howgate Centre itself is very proactive in terms of supporting independent small retail businesses through their unique shopping space INDY (www.howgateshoppingcentre.co.uk/indy) on level 3. This is a space which offers affordable and flexible spaces to smaller traders within the shopping centre.

The winner of TestTown Falkirk was Karen Templeton with her business Karen’s Cakes (www.facebook.com/www.karencakes).

Sarah McKenzie,
Falkirk Delivers

sarah@falkirkdelivers.com

“It allows the participants access to the existing shopping centre visitors but also offers a different kind of shopping experience which draws new visitors in.”
The organisers of Testtown Enniscorthy decided to host their pop-up ‘Craft Street’ in the lead-up to Christmas to make the most of pre-Christmas gift buying. Enniscorthy Craft Street was built around a longer-term training programme. This focused on people who were out of work offering them the chance to be trained in a specific craft alongside master crafts people as well as in business skills. Artisan and craft businesses who participated included blacksmiths, stonemasons, woodturners, an interactive craft making shop and homemade card and gift makers. The participants who went through the training were given the opportunity to sell their homemade items in the pop-up premises. The winner of TestTown Enniscorthy was Olive Winters with her small antiques business – The Winter Sparrow Vintage Collection.

“The organisers of Testtown Enniscorthy decided to host their pop-up ‘Craft Street’ in the lead-up to Christmas to make the most of pre-Christmas gift buying.”

John O’Connor, Enniscorthy Enterprise Centre

john@eetc.ie
Case Study:
TESTTOWN GLASGOW SALTMARKET 2016
– CAPTURING THE MOMENT

As part of our aim for TestTown to be a constantly evolving and developing initiative, documenting the events and feedback for learning has been one of the priorities for the Carnegie UK team. Using our existing experience and skills in video-making we have worked with a number of professional and non-professionals to create a number of short films over the years. At the Grand Final in 2016, we decided to experiment with social video and aimed to produce a short film a day to be shared through our social media channels as the week developed. We did this in partnership with GMAC Film (www.gmacfilm.com), a skills, talent and project development centre in Glasgow. Between the TestTown team and GMAC staff we supported a young filmmaker, David Cherry to join us for the week and film the activities and events as they happened. Not only did these films help showcase and promote TestTown Glasgow Saltmarket during the week it was held, we have also been left with a fantastic record of films which can now support this ‘Build Your Own TestTown Guide.’

“At the Grand Final in 2016, we decided to experiment with social video and aimed to produce a short film a day to be shared through our social media channels as the week developed.”

Watch all our TestTown films here. (https://www.youtube.com/channel/UCm78mdefS-3bLWv9t43ws9A)

Kirsty Tait,
Carnegie UK Trust

kirsty@carnegieuk.org
Interior and Environmental Designer, Paula Grubb showcased her unique display design at TestTown Dunfermline in 2013. Show Off was a creative business designed to host pop-up events to showcase work of emerging artists and designers prior to graduation.

To create the display for her pop-up shop, Paula sourced recyclable material which she constructed together to create a display on which to showcase the work of over 40 up-and-coming creative talents. Making use of cardboard discs which are used to protect flexible packaging and manufactured by a factory in Dundee, ‘Discover Flexibles’, Paula reclaimed the material and found a visually interesting and environmentally friendly way of displaying work.

“Paula reclaimed the material and found a visually interesting and environmentally friendly way of displaying work.”
When setting up the amount of prize investment for the TestTown Grand Final each year, Carnegie UK Trust wanted to ensure it was enough to make a difference for the winning young business (£10,000.) This was not a grant, Carnegie UK did not want anything in return other than for the winning business to stay in touch and feedback their progress on a bi-annual basis. Arron Drake was the lucky recipient of the TestTown 2014 prize fund with his business ‘Zymurgorium’, Manchester’s first craft distillery, brewery and meadery. The name has taken its inspiration from the word ‘Zymurgy’ – the science of brewing and ‘emporium’ – a shop selling various items.

All of Aaron’s products are made mainly out of local foraged or grown produce and each has a historical or educational meaning. ‘My inspiration not only comes from nature but also of my love of culture, variation and science (which gives a clue as to the strange brand name).’

Aaron used the investment from TestTown to attract support from other local agencies, and has used this investment to set up a production facility for his business. He now successfully trades to the boutique wholesale market in the North West, and sells to events and festivals. As well as continuing to create and expand his range, he also hopes to offer tours, talks and lessons to the public once his premises are fully fitted out.

“Aaron used the investment to set up a production facility for his business.”
SECTION FOUR:

Design a TestTown event
Each of the 19 TestTown events have been very different and distinctive to the place they have been held in and the people involved. Some have been held over a few months, some over a week and some over a couple of days. However, there is a simple formula of stages which adds to the experience for the participants and the place.

To help keep everyone informed and on-message it is useful to create a schedule/call sheet with all contacts, times and locations which can be shared between all the partners and participants. An example of a schedule/call sheet can be found in Section 8: TestTown Templates.

### SECTION FOUR:

**Design a TestTown event**

<table>
<thead>
<tr>
<th>STAGE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Welcome and Getting to Know Each Other</td>
</tr>
<tr>
<td></td>
<td>Booking in a welcome at the start of the event allows everyone involved the chance to get to know one another before activities begin. It also allows the hosts and town representatives to officially welcome the participants (and provides a good local press/broadcast opportunity to promote the event.) You can also develop this by setting up an online discussion group for the participants pre the event using Facebook or Basecamp (see Section 3: What Do You Need case studies.)</td>
</tr>
<tr>
<td>2</td>
<td>Training and preparation</td>
</tr>
<tr>
<td></td>
<td>In 2013, 2014 and in Glasgow Saltmarket 2016, Carnegie UK Trust led a one-day business masterclass session for participants at the start of each event. Speakers were invited from our partners, and the participants undertook breakout, classroom and project activities. An example of the structure of our masterclass session can be found in Section 8: TestTown Templates. The 2015 TestTown hosts all designed their own training and masterclass sessions based on the event they were running and the requirements of their participants.</td>
</tr>
<tr>
<td>3</td>
<td>Town Centre Challenge</td>
</tr>
<tr>
<td></td>
<td>In 2016, the TestTown team with local hosts in Glasgow piloted a ‘Regeneration Challenge’ where the participants were asked to go out in teams into the Saltmarket and find out about the place – what people thought, the challenges they faced and what they wanted for the future. They were then asked to collate the feedback received and present to the hosts the next morning with their own ideas of what they thought could make a difference. This turned out to be one of the most valuable days of the event. The retailers and wider public were incredibly generous with their time and appreciated being given the space to talk. We have been left with a wealth of feedback, criticisms and ideas which the hosts will now take forward in their work in the area. Questionnaire Templates used and the report can be found in Section 8: TestTown Templates.</td>
</tr>
<tr>
<td>4</td>
<td>Set-up</td>
</tr>
<tr>
<td></td>
<td>If the pre-work in the spaces used has all been completed, set-up for the participants should be straightforward and not too time consuming. Health and Safety checks of the spaces will need be carried out once the participants have set these up. See Vacant Spaces in Section 3 for more information.</td>
</tr>
<tr>
<td>5</td>
<td>Launch and official opening of trading</td>
</tr>
<tr>
<td></td>
<td>It is always worth marking this point in the event and making a fuss. It is a simple as involving local celebrities or dignitaries to ‘cut a ribbon’ to officially ‘open’ the TestTown trading. It also is a good time to gather the participants together to give them some words of encouragement before they face the public.</td>
</tr>
<tr>
<td><strong>STAGE</strong></td>
<td><strong>DESCRIPTION</strong></td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>6</strong></td>
<td><strong>Trading Days</strong></td>
</tr>
<tr>
<td><strong>7</strong></td>
<td><strong>De-rig/clear-up</strong></td>
</tr>
</tbody>
</table>
| **8** | **Celebrate/Presentation** | At the end of each TestTown event organised by Carnegie UK Trust we held a judging event in a town centre venue. This was designed as a celebration for participants and stakeholders. Judges, who have seen the teams in action during their trading days, invited the teams to give short presentations on their TestTown experience and business idea, and what they have learned from the experience. The presentations were considered alongside the judges own scoring and public feedback data, to announce prize winners and runners up. 

Local business leaders and supporters were often invited to these events to informally connect with the teams, and they have often been good PR opportunities. We would highly recommend some form of final event to give the TestTown project focus for the participants.

Although we have always sought to create an atmosphere of celebration at these occasions with decorations, speeches and food and drink such as a meal or canapés served, the events can sometimes end with a sense of anti-climax. There is unavoidably disappointment amongst those who have not won, and participants are usually exhausted after all of their hard work. For this reason you may wish to consider:

- How you structure the event in order to end on a high note where everyone feels involved and congratulated (try to avoid the programme ‘tailing off’)
- How participants might be occupied whilst the judges make their decisions (if this takes place during the event) – e.g. could there be some entertainment provided? Will there be enough refreshments for people if the judges take some time?
- Additional recognition or prizes for runners-up or people/teams that have excelled in a particular category
- Giving some level of positive feedback to all participants (e.g. could you make a video of positive customer feedback that reflects on all teams)
- Emphasise any ongoing support/mentoring that you’re able to offer
SECTION FIVE:

Get the word out
‘Go for it, just take everything you know, all your unique ideas, crazy as they might be, everything you have got going for you and sell, sell, sell. Make a point of difference, somewhere people want to be and above all, somewhere people feel included.’

*TestTown 2013 Participant*

Running a TestTown event is all about making your town a destination, as you need visitors in order for these events to be a success. So promote, promote, promote. There are various different channels and methods to use.

<table>
<thead>
<tr>
<th>Method/ Channel</th>
<th>How to use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build Your Own TestTown Portal <a href="http://www.testtown.org.uk">www.testtown.org.uk</a></td>
<td>This is the main portal through which to learn about how to run a TestTown event and keep up to date with developments.</td>
</tr>
<tr>
<td>TestTown Branding</td>
<td>The TestTown logo and brand colours are freely available for use – please see Section 8: TestTown Templates.</td>
</tr>
<tr>
<td>Local Press</td>
<td>Use your local press as much as possible – draft a short press release with photo and circulate this prior to the event. Use the stories of the participants involved to bring the event to life. Work on getting the TestTown event listed in local events calendars. Finally make sure you invite the local press to the launch and the trading days.</td>
</tr>
<tr>
<td>Local Broadcasters – TV and Radio</td>
<td>Again these local broadcast channels have been very important for all the 19 TestTown events. Try and secure an interview or advert before the events and as above invite the local broadcasters to the launch and trading days.</td>
</tr>
<tr>
<td>Online/ Social Media</td>
<td>#testtown (<a href="https://twitter.com/TestTown2016">https://twitter.com/TestTown2016</a>) – Over the past three years we have witnessed the expansion of the use of social media and the opportunities this offers in promoting, marketing and documenting events. There is a wealth of information online which offers tips and advice on how to use all the channels effectively. Just as in the recruitment of participants, we strongly suggest developing a social media campaign to promote the events themselves. Examples of this can be found in the Bridgend case study below and the TestTown Glasgow Saltmarket Storify here - <a href="https://storify.com/TestTown2016/testtown-2016-grand-final">https://storify.com/TestTown2016/testtown-2016-grand-final</a>. Depending on what stage of the enterprise journey your participants are on, some will already be using social media effectively in their businesses and some not. Encourage your participants to use or create their own social media accounts and share their stories/experience through these. Online Marketing could also be something you build into your training/preparation programme. It may also be worthwhile to spend some time with the participants to go over responsible use of social media during the TestTown event.</td>
</tr>
<tr>
<td>Method/ Channel</td>
<td>How to use</td>
</tr>
<tr>
<td>-----------------</td>
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</table>
| **Social Video/ Audio** | Similar to social media, social video and audio has also seen a dramatic rise in popularity over the last three years, with more people having access to the tools to make these. The TestTown team has used social video in a variety of ways – to encourage recruitment, to promote the event/town, to capture feedback and to make a lasting document of the events themselves. A number of local TestTowns have also used social video very effectively.  
  
  Again similar to the use of social media, it might be worth going over the responsible use of social video/ audio during the TestTown event with the participants.  
  
  Watch past films on our [TestTown YouTube Channel](https://www.youtube.com/channel/UCm78mdefS-3bLVv9t43ws9A)  
  
  Listen to Enterprise Ian’s interviews with the Saltmarket Finalists on [AudioBoom](https://audioboom.com/boos/4246493-enterprise-iain-investigates-test-town-2016). |
| **Marketing materials – print** | For previous competitions, we have often produced a variety of print items including:  
  
  - Posters that can be used in local shops and businesses  
  - TestTown T-shirts – make people a walking advert!  
  - TestTown flyers which include a map of the town, where all the shops are and a list of the businesses. We have also included competitions and discount vouchers to encourage visitors. Examples of flyers produced can be found in **Section 8: TestTown Templates**.  
  
  - Promotional beer mats (fill in a comment about TestTown and hand in at one of the shops for the chance to win a prize)  
  - Pop-up banners (useful for identifying information points or for ‘branding’ the awards event and participant/winner photographs)  
  - Shop window vinyl stickers (effective and easy to remove) |
| **Marketing materials – outdoor** | We have also used various outdoor marketing materials including:  
  
  - Washable chalk on streets to direct to TestTown shops  
  - Washable graffiti art (paint) on streets to direct to TestTown shops (more durable)  
  - Billboard advertising  
  - Black-board A-Frames  
  - Balloons and bunting – make the spaces stand out!  
  - Street Murals  
  - In 2013, we ran a marketing campaign on local trains and buses, and at local railways stations to drive customers to the pop-up festival (this was organised via Exterion Media but will differ depending on location). |
| **Street Promotion** | There is nothing as effective as getting out there, walking the streets and chatting to people about the event. Encourage your participants and TestTown Ambassadors to do this pre and over the trading days and have fliers prepared for them to handout. We have had giant bunnies, bananas, cupcakes and acrobats walking the streets, cakes, chocolates and coffees being handed out, impromptu street performances to giant cardboard shops fronts - the list and possibilities are endless! |
'I would advertise the event on local radio stations and also in the local newspaper to create local interest in the town to raise awareness of the event. As not everyone who shops in the town uses the internet.'
TestTown 2015 Participant

'I also felt that the event could have been more rigorously promoted, particularly during the three market days. It became apparent that the public were not aware of the event taking place in their high street and that they did not understand what it was for. This could have been tackled by posters throughout the town and in shop windows in the lead up and during the event.'
TestTown 2015 Participant
The creation and delivery of TestTown Bridgend was led by the Enterprise Unit at Bridgend College. Designed as an enterprise market, this was run over a weekend in November in 2015. The Bridgend TestTown team recognised the importance and usefulness of social media at the start of their planning and as a result, developed a comprehensive social media strategy which served as a fantastic tool for recruiting, promoting their event as well as documenting activities. Through the synchronised use of Facebook, Twitter and social video they built their following and reach beyond the participants, the college and even the town itself. They encouraged each participating start-up business to create their own social media accounts to link in and filmed them giving an on-camera business pitch before the market began. They also made sure that all the events were either photographed or filmed resulting a valuable visual record of the event.

READ/WATCH AND LISTEN HERE:
www.facebook.com/TestTownBridgend
www.twitter.com/TTBridgend

Ruth Rowe,
Bridgend College

RRowe@bridgend.ac.uk
Case Study:
TESTTOWN PEOPLE
– TARGET YOUR AUDIENCE

Adventure Circus is Perth’s first circus school. After launching at the beginning of 2015, they participated and won TestTown Perth where they ran a pop-up circus school in the St John’s Shopping Centre offering taster sessions for all ages. They were then invited to compete in the Grand Final in Glasgow Saltmarket and were given the beautiful space in The Briggait to operate from. Although beautiful, this was one of the largest and most challenging spaces Carnegie UK has run TestTown from. Adventure Circus rose to the challenge and developed a tailor-made show and classes to fit the space.

Assembling the amount of kit and equipment they required in the time allocated was a feat in itself. Knowing their audience, they realised that they would have to be proactive in getting groups to come along and participate. They made contact with the local Active Schools Co-ordinators in Glasgow and the surrounding area to set up school visits for the Friday. They also used their networks and social media to contact teachers directly to let them know about the event. As a result of their hard work and active promotion, the Briggait was filled with children and people on a work/school day.

“Knowing their audience, they realised that they would have to be proactive in getting groups to come along and participate. They made contact with the local Active Schools Co-ordinators in Glasgow and the surrounding area to set up school visits.”

Gemma Simpson and Stephen Armour, Adventure Circus, Perth

www.adventurecircus.org
admin@adventurecircus.org
@advcircus
@advcircus
07709 815564 or 07812 149652
adventurecircus
Case Study:  
TESTTOWN PEOPLE  
– THE IMPORTANCE OF BRANDING

Stephen Bond,  
Panda’s Kitchen,  
Byram Arcade,  
Huddersfield  
@PandasKitchen

‘Why Pandas? That’s the question I always hear from customers. From the name, to the logo, even how my shop is designed. You can’t escape the Panda theme. For me, branding is about relating it back to me, myself and I. My shop, my kitchen and my own crazy flavours. My branding came about from my time at university. It started out a small self-branding product, which then went on to become my Final Major Project for my final year. And now, to most bars and specialist shops, I’m now known as “that panda guy that makes strange vodka flavours” and I have essentially become living advertising.

Which is why I loved TestTown. It wasn’t putting a selection of different products on display, presentations about figures or how many posters you had. It was about how we represented our own brands. It was the first real time I was representing Panda’s Kitchen outside of my comfort zone. I realised that yes, having great labels and nice displays is very important, but it is the initial greeting and smile, asking what flavours people like, that can really make a brand shine. Panda’s Kitchen probably wouldn’t survive without me. And I don’t think I could live without it.’  
Stephen Bond

“I loved TestTown. It wasn’t putting a selection of different products on display, presentations about figures or how many posters you had. It was about how we represented our own brands.”
SECTION SIX:

Build on the legacy
This guide has been produced to support organisations and individuals to design and run their own TestTown ‘pop-up’ events. There has been a huge amount of change generated by these events both for the places they have been held in and the individuals that have participated. However, in the feedback from the businesses involved, many of them would have liked to have seen more permanent supported ‘pop-up’ spaces made available in their towns. Some of the more interesting developments have been where the host partners or the participants themselves have looked into and developed the concept into a longer-term vision, making the ‘pop-up’ space a destination in itself. It is worth having this in mind when thinking about hosting a TestTown event. Are there opportunities/partnerships which the event ignites that can be built on and developed to go from pop-up to permanent?

‘It would be great if towns had a means of showcasing local talent all year round to show local shoppers and public what there is up and coming in terms of potential business.’
TestTown 2015 Participant

‘People are not shopping at individual brands, they are shopping at destinations. The people that will win at this are those that start packaging pop-up with infrastructure. The serious problem with pop-up space is that most landlords do not offer this. Successful pop-up destinations such as Boxpark in Shoreditch, E1, and London Union’s Street Feast, E8, provide basic shop fit-out, marketing and customers, which is a much more viable model for tenants.’
Nick Russell, We Are Pop-Up

“Are there opportunities/partnerships which the event ignites that can be built on and developed to go from pop-up to permanent?”
TestTown Carrickfergus was delivered by Mid and East Antrim Borough Council in partnership with Carrickfergus Enterprise Agency. This was run over a 2015 bank holiday weekend from a pop-up show based in the heart of Carrickfergus shared by the six participating businesses. This ethos of sharing and working together was emphasised by the local Mayor: ‘I commend you all on the vision and dedication you are showing in “going it alone”, but I very much hope that your experience through the TestTown Carrickfergus initiative and through the relationships you strike up together demonstrates that you are actually not alone – there is support and goodwill out there and that others are also walking the same journey.’

Spurred by the success of TestTown Carrickfergus, Mid and East Antrim Council decided to roll it out across the Borough, investing a further £6,000. ‘The Pop-Up Shop Mid and East Antrim Programme’ went onto support three further TestTown events in Ballymena, Carrickfergus and Lorne in 2016. This allowed a further 15 new businesses to be supported and test their ideas and consider the viability of a long-term future within the selected town centres.

“Spurred by the success of TestTown Carrickfergus, Mid and East Antrim Council decided to roll it out across the Borough, investing a further £6,000.”

Gail Kelly,
Mid and East Antrim Borough Council

Gail.Kelly@midandeastantrim.gov.uk
“This is where Glasgow started.” replied one trader when asked by our young TestTown finalists about the Saltmarket in Glasgow. A nod to the rich historic and cultural value of the area to the city centre. Originally known as the Waulcergait the area was associated with wool production and it was the fashionable place to live and work for 18th Century merchants. Like most areas in the UK and Ireland it has known its highs and lows over the years and like many present day High Streets spirits are currently quite low. These feelings are based on a very real issue where the vacancy rate for the area sits at 28%, greatly exceeding the city centre average of 13%.

Invited and hosted by Glasgow City Council and shops owners City Property LLP, it was against this background that we brought 11 of our TestTown finalist businesses to Glasgow Saltmarket and the iconic Briggait in February 2016. TestTown was used to trial a more permanent pop-up offer in the Saltmarket.

Based on the success of TestTown in bringing more visitors and interest to the area, Glasgow City Council along with other agencies, are now in the process of setting up a scheme titled “Saltmarket Start-ups.” This will see a number of vacant shops transformed into a centrally managed permanent pop-up space with infrastructure, offering a variety of “meanwhile” and “short-term” lets. These will be specifically aimed at young and local businesses to explore what the future of the Saltmarket will be.

Seamus Connolly, Glasgow City Council

Seamus.Connolly@glasgow.gov.uk
When Edward Shorney was searching for an apprenticeship as a student at Bridgend College he found the process frustrating and time-consuming. He channeled this into finding a solution and so began the journey of ‘Go Rookie’. After securing a place at TestTown Rhyl in 2014, Edward went on to compete in the 2014 Grand Final in Cambridge.

The events were challenging for a business idea which was not selling a product, but was instead using the opportunity to sell a brand. Thinking creatively, Edward pulled together an impressive set of kit to bring people in to find out about his service, including a Rolls Royce Gear-Box and Typhoon Flight Jet engine. He acknowledges the experience he gained through both events. ‘It was a steep learning curve and a lot of work, but I am glad I did it. Both events gave me safe, testbed environments for my business idea – I would not have liked to have done that alone and unsupported.’

Go Rookie has gone from strength to strength. In March 2016, Edward secured a substantial private investment into his business. He with his team are now planning for a series of roadshow events across the major cities of the UK in 2017 building upon the pop-up concept they developed through TestTown. He was also part of the team who hosted and delivered TestTown Bridgend 2015, offering his own experience and skills to mentor the businesses which took part.

“It was a steep learning curve and a lot of work, but I am glad I did it. Both events gave me safe, testbed environments for my business idea – I would not have liked to have done that alone and unsupported.”

---

Edward Shorney,
Go Rookie – The Online Apprenticeship Matching Service

[www.gorookie.co.uk](http://www.gorookie.co.uk)
[@GoRookie_](https://twitter.com/GoRookie_)
[getsetgorookie](https://www.facebook.com/getsetgorookie)
Emma Pauley was part of ‘Back on the High Street’, a team which won TestTown 2013. Being from Dunfermline and spurred on by the investment and support received, Emma went on to open ‘Miss Pauley’s’, her own shop based around her original concept. ‘Miss Pauley’s is a small gift shop, gallery and workspace which provides a platform for local artists and makers to showcase and sell their work. Emma also runs craft workshops and craft birthday parties.

Like any start-up, Emma has been on a steep learning curve opening up her shop. As she acknowledges ‘TestTown gave me a seed of opportunity, but the next stage of actually opening up a shop was difficult and more support and access to advice would have been beneficial.’ She believes there is currently a gap for what she describes as a ‘Citizens Advice type body for new town centre businesses.’

‘Looking back, even if someone could have walked me through the different types of leases and the terms and key phrases used, this would have made the experience easier.’ However, although she would do things differently, she would do it all again. She is looking forward to developing and expanding her business, focusing on producing and marketing her own artwork alongside developing the workshops. She also uses her experience to help other start-up businesses offering consultancy to organisations including Rosyth’s Community Market and Scotland’s Towns Partnership. ‘TestTown pushed me to the limit, it was exciting and allowed me to take risks with nothing to lose. It is a worthwhile concept and one which should continue.’
SECTION SEVEN:

Five things that could supercharge TestTown
SECTION SEVEN:

Five things that could supercharge TestTown

The challenges that sparked the TestTown concept in 2013 are still challenges that exist today. The UK is still one of the fastest growing online retail markets in the world. Town centre rates and rents are still out of reach of the majority of start-up businesses. The debate still continues as to what town centres are for. However, there is a much wider acceptance of looking at the challenges and opportunities of town centres differently, for considering and implementing different kinds of solutions and innovation. A TestTown event gives the opportunity for people interested in their town centres to test some of these ideas. It opens up decision-making to a wider range of people allowing them to be involved and care about the place they live in.

Based on our work in Towns and Enterprise over the last five years and what we have learned through the TestTown programme, we believe there are five things that could supercharge TestTown:

1. Every town should create a clear, supported pathway into trading and opening up a shop for new town centre entrepreneurs.

2. Every town should have a permanent pop-up facility in a viable trading space which offers flexible lease arrangements up to a year for new town centre entrepreneurs to learn.

3. Every town should work, within their means, to reduce financial barriers in reduced rates and rents for new traders during their first year of business.

4. Every town should carry out a regular (every five years) entrepreneur-led consultation which would feed into a business-led strategy for town centre development and business support.

5. Every town should develop a hyperlocal cross-sector partnership to lead local innovation, ensuring that agencies, businesses and residents are all powerful in leading local development.
‘Over the years 2016-2018, we will focus on work that combines to provide a challenged town community anywhere in the UK and Ireland with evidence-led tools to improve local place, experience and performance in the interests of citizens. This work should add and support the capacities of ownership, understanding, and freedom to innovate that can help boost community resilience and wellbeing. Where possible, our work should enhance exchange, interrelationship and multi-sector interactions as drivers of local improvement.’

www.carnegieuktrust.org.uk/theme/flourishing-towns/
SECTION EIGHT:

TestTown templates

1. Judging Scoring sheet
2. Masterclass Session Structure
3. Mystery Shopper scoring sheet
4. Retail Unit Checklist
5. Private landlord/Agent negotiations Check-list
6. Outdoor Space Checklist
7. Tenancy at Will Agreement
8. Development Grant Contact
9. TestTown Participants Support Checklist
10. TestTown Participants Toolkit
11. TestTown 2015 Evaluation Toolkit
12. TestTown Feedback Survey Template
13. TestTown Flyers/Maps
14. Glasgow Saltmarket Schedule
15. TestTown Glasgow Saltmarket Regeneration Report
16. TestTown Branding
| NAME OF JUDGE: ________________________________ | SCORE ('0' not at all, '5' very much) |
| NAME OF BUSINESS: ___________________________ |                                      |
| QUESTION                                                                                              |
| Was the trading unit **well-presented** and inviting, accessible and with clear physical branding and communications? | /5 |
| Comments                                                                                              |
| Did the business team make you welcome, explain their product or service, and meet your needs with **excellent customer service**? | /5 |
| Comments                                                                                              |
| Was the product or service of **good quality** and, if appropriate, **sensibly priced**? | /5 |
| Comments                                                                                              |
| Overall, did visiting the business make you think that it could be **viable and sustainable** in the future? | /5 |
| Comments                                                                                              |
| Did the business team **present fluently and professionally** at the judging event? | /5 |
| Comments                                                                                              |
| Listening to the presentation, how likely do you think you would be to **invest in this business** and team in the future? | /5 |
| Comments                                                                                              |
| From visiting the unit and hearing the presentation, do you think the business **idea is innovative** and makes a fresh contribution to the town centre? | /5 |
| Comments                                                                                              |
| Overall, did the business team convince you that they had **learnt important lessons during TestTown**, and emerged as a more viable team and business from the experience? |                                      |
| Comments                                                                                              |
| **Final judges’ notes and advice for the business team:**                                               |
| TOTAL SCORE /40                                                                                       |
### 2) MASTERCLASS SESSION STRUCTURE

<table>
<thead>
<tr>
<th>1. Welcome</th>
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<table>
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<tr>
<th>2. Getting to Know One Another/ Ice Breaker</th>
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<tr>
<th>3. Create an artistic business route-map</th>
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Think about you, your business and your future as a *winding, scenic road*. Where the journey is as important as the destination. You start here, at TestTown, and you *end wherever you want* to. Along the road think about obstacles, opportunities, edits, milestones. *Your routemap will develop* today, tomorrow, through the week and beyond.

Working in your business teams or with a partner discuss your business journey and start to draft your first business map. You have **20 minutes** to do this.

Each business will then have up to **5 minutes** to introduce us to their first business map. We can ask questions, offer ideas, encourage and applaud!

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<th><strong>BREAK</strong></th>
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<tr>
<th>4. Skills - Selling</th>
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Good face to face selling is...
- About *solving problems*
- About *understanding* people and situations
- About engaging customers, *motivating* them to take action
- About providing *options*
- About leaving every customer feeling you have *listened*
- About recognising that non-buyers are also *reviewers* and ambassadors

Good face to face selling is not...
- About bullying, talking over people, conning, or exploiting
- Primarily, about price*

*although that still needs to be smart and customer-focused, and so more on the next page*

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<tr>
<th>5. Skills – Pricing</th>
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*4 simple steps* to think about pricing...

1. Calculate all your *fixed and variable costs* before you start (i.e. your end price should be + or =); remember that ‘you’ are a fixed cost
2. Agree your *pricing goals* before you start (to make profit, grow, demonstrate a concept, or undermine a competitor?)
3. Understand your *place in the market*, branding strength and depth of competition: a luxury pricetag would need to be unique or dominant in each, challenger businesses might need to price cheaper
4. Establish and implement your *pricing structure*, agreeing discounting boundaries, and then stick to it with regular reviews and openness to feedback.
6. The TestTown Ready to Trade Checklist

<table>
<thead>
<tr>
<th>Products</th>
<th>Organisation</th>
<th>Presentation</th>
<th>Unit Knowledge</th>
<th>Pricing</th>
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7. Some TestTown essentials

- The week, explained
- The rules, explained
- Your units and trading
- Good preparation
- Working with hosts, mentors, judges and the public
- The TestTown support staff
- Breaking down at the week’s end
- What happens next?

8. Presentation for the Judging Panel and future pitching

- Be succinct, realistic, and focused on fundamentals
- Know your numbers, understand and describe your customer
- Visual aids are good if they help not hinder, and why not interact?
- The judges will be looking for:
  - Fluency, good presentation, professionalism
  - Investability, knowledge of market, product and customer
  - Innovation and freshness
  - You: your journey taken, your distance travelled

9. Some key things to remember

- This is not the apprentice; we work together, we encourage, we support
  - We treat EVERYONE with respect and without discrimination; we remember that for TestTown we are guests in our trading locations, in this community, and of our partners
  - We must be enthusiastic, positive, and focused on our TestTown tasks and experience
  - We are here to win, but how we win depends on who we are and what we want
  - So, any questions on what’s to come?

END OF SESSION
## 3) MYSTERY SHOPPER SCORING SHEET

<table>
<thead>
<tr>
<th>NAME OF MYSTERY SHOPPER: ________________________________</th>
<th>NAME OF BUSINESS: ________________________________</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>QUESTION</td>
<td>('0' not at all, '5' very much)</td>
<td></td>
</tr>
<tr>
<td>Was the trading unit <strong>well-presented</strong> and inviting, accessible and with clear physical branding and communications?</td>
<td>/5</td>
<td></td>
</tr>
<tr>
<td>Did the business team make you welcome, explain their product or service, and meet your needs with <strong>excellent customer service</strong>?</td>
<td>/5</td>
<td></td>
</tr>
<tr>
<td>Was the product or service of <strong>good quality</strong> and, if appropriate, <strong>sensibly priced</strong>?</td>
<td>/5</td>
<td></td>
</tr>
<tr>
<td>Overall, did visiting the business make you think that it could be <strong>viable and sustainable</strong> in the future?</td>
<td>/5</td>
<td></td>
</tr>
<tr>
<td>Comments</td>
<td></td>
<td>TOTAL SCORE</td>
</tr>
</tbody>
</table>

Answer after visiting the trading units
<table>
<thead>
<tr>
<th>Item</th>
<th>Elements to think about</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Assessments</td>
<td>Should be carried out by local partner before finals week. A second risk assessment should be carried out by the teams before trading commences.</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>Public liability and building cover (participating businesses should have their own contents insurance.)</td>
<td></td>
</tr>
<tr>
<td>Licenses and certificates</td>
<td>If participants are selling food, drink or alcohol they will need to have the correct licences and certificates in place. As the host it is worth double-checking this pre-event so you are able to respond and assist if there are any issues. Event licences applied for by the hosts for selling food and alcohol are sometimes the easiest solution.</td>
<td></td>
</tr>
<tr>
<td>Health and Safety</td>
<td>First aid kits, wet floor signs, hazard signs, health and safety in the workplace posters. Find out more—<a href="http://www.hse.gov.uk/retail/index.htm">http://www.hse.gov.uk/retail/index.htm</a></td>
<td></td>
</tr>
<tr>
<td>Electricity</td>
<td>Is each unit adequately lit? Does the proposed business electricity usage match the supply available?</td>
<td></td>
</tr>
<tr>
<td>Plumbing</td>
<td>Does the water need to be reconnected? Does each unit have a suitable toilet?</td>
<td></td>
</tr>
<tr>
<td>Storage space</td>
<td>Is there space for each team to store extra stock?</td>
<td></td>
</tr>
<tr>
<td>Delivery to the units</td>
<td>Accessibility and time restrictions for delivery of shop outfit.</td>
<td></td>
</tr>
<tr>
<td>Make-good costs (cleaning/painting)</td>
<td>How much is required? Explore options – community payback</td>
<td></td>
</tr>
<tr>
<td>Fife Extinguishers</td>
<td>All fire extinguishers serviced prior to teams entering</td>
<td></td>
</tr>
<tr>
<td>Waste</td>
<td>Waste bags need to be purchased from Council and a special pick up arranged.</td>
<td></td>
</tr>
</tbody>
</table>
### 5) CHECK-LIST

**PRIVATE LANDLORD/AGENT NEGOTIATIONS**

<table>
<thead>
<tr>
<th>Elements to have in place</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early agreement of ‘make-good’ costs – what is required, who is responsible and costs</td>
<td></td>
</tr>
<tr>
<td>Take photos of all units and spaces before teams enter. Take detailed notes of condition prior to use which should be signed off by letting agency or landlord.</td>
<td></td>
</tr>
<tr>
<td>Letter of understanding signed with letting agency that clearly defines the landlord’s expectations of what can and cannot be altered in units</td>
<td></td>
</tr>
<tr>
<td>Confirm a deadline date for units to be returned to normal condition.</td>
<td></td>
</tr>
<tr>
<td>If utilities costs are required to be met, meter readings should be taken before and immediately after teams have left units. Try, where possible, to agree a flat fee for additional services rather than metered repayments, as this will be quicker and more efficient in the long run.</td>
<td></td>
</tr>
<tr>
<td>Access the letting agency’s internal floor plans of units (to be sent to participants before the event) – if these do not exist measurements should be taken and floor plans created.</td>
<td></td>
</tr>
<tr>
<td>De-rig – Photos and notes on the condition of the units and spaces used must be completed immediately after the breakdown and cleanup from the activity. While inspecting units, a representative from the letting agency/landlord should be in attendance if possible. Any additional works should be identified and agreed with letting agency representative/landlord. Worth considering having a contingency in your budget for repairs.</td>
<td></td>
</tr>
</tbody>
</table>
Outdoor spaces can be used in exciting and innovative ways. However, they too require a lot of thought and planning. Issues you may need to consider are:

<table>
<thead>
<tr>
<th>Issue</th>
<th>Resolved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to water and electricity (particularly if there are food and drink businesses, these will have extra requirements)</td>
<td></td>
</tr>
<tr>
<td>Lighting (particularly if using deep market stalls or marquees)</td>
<td></td>
</tr>
<tr>
<td>Be aware of potential trip hazards e.g. if laying any type of flooring or electrics</td>
<td></td>
</tr>
<tr>
<td>Bad/hot weather precautions and/or back-up plans</td>
<td></td>
</tr>
<tr>
<td>Good signage for customers</td>
<td></td>
</tr>
<tr>
<td>Safe storage of participant's personal possessions, merchandise, takings (e.g. overnight security may be required)</td>
<td></td>
</tr>
<tr>
<td>Access to toilet facilities (for participants and customers)</td>
<td></td>
</tr>
</tbody>
</table>
Dear XXXXX

Address XXXX

Property: Address XXXXX

1. GRANT OF LICENCE
We licence to you the Property to be shared with others at our discretion from XXX to XXX on the following terms.

2. USE
You must not use the property other than for the agreed purpose:
Units will be used by the TestTown business teams to set up a temporary business and trade to customers for the agreed time period.

3. DAMAGE
You must keep the property clean and tidy, and not cause any damage other than fair wear and tear:

XXXX will undertake to oversee the breakdown of finalists businesses and the orderly removal of their materials from the vacant premises; XXXX will also undertake to meet any reasonable, agreed costs to make good the space to a standard commensurate to that in which it was first accessed.

4. ALTERATIONS
You must not make any alteration or addition to the Property nor attach anything to the walls:
XXXXX will work to support finalists in accessing vacant premises, overseeing careful and modest adaption of the space and its appearance in a way that does not cause damage.

5. RENT/RATES
Unit space is gifted for the period XXXX to XXXX and XXXX will not be required to pay any rents or rates during the time that the properties are used.

6. UTILITIES
XXXX will offer a fixed price service charge to landlords to contribute towards utilities costs.

7. COMPLIANCE WITH STATUTORY RIGHTS
You must maintain all arrangements in respect of the property and their use that are necessary to comply with the requirements of any statute.

8. LICENSEE’S INSURANCE OBLIGATIONS
You must comply with all the requirements of the insurers and the fire authority in respect of the Property and immediately give written notice to us of any circumstance which might affect, or lead to a claim on, any insurance policy relating the Property.

XXXX will meet costs associated with insurance and public liability for the finalists, consumers and its own staff.

9. REGULATIONS
You must comply with all regulations for the proper management and security of the property as are made by us from time to time and communicated to you in writing.

10. PERSONAL LICENCE
This licence is personal to you and you must not part with, or share, the possession or occupation of the whole or any part of the Property, nor in any way dispose of the benefit of this licence.

Yours faithfully,

XXXXXX

XXXXXX
# DEVELOPMENT GRANT AGREEMENT FOR TESTTOWN …

<table>
<thead>
<tr>
<th>Name of Participant Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Host Organisation Details</td>
</tr>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>Tel No:</td>
</tr>
<tr>
<td>E-mail:</td>
</tr>
<tr>
<td>Total Grant</td>
</tr>
</tbody>
</table>

### Participant Business Details

(Please read the terms and conditions of this agreement carefully on pages 3-5, then complete all details in the spaces provided below and return a copy of this form to within five working days of receipt by post)

<table>
<thead>
<tr>
<th>Name &amp; date of birth of team leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Names and dates of birth of all other team members</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Main contact address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main contact Tel No</td>
</tr>
<tr>
<td>Main contact E-mail</td>
</tr>
</tbody>
</table>

### Schedule of Payments/Documentation Requirements

<table>
<thead>
<tr>
<th>Bank Name &amp; Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account Name</td>
</tr>
<tr>
<td>Account No</td>
</tr>
<tr>
<td>Sort Code</td>
</tr>
<tr>
<td>IBAN/Swift (if applicable)</td>
</tr>
</tbody>
</table>

☐ Cheque
£ Full and Final Payment | Immediately upon receipt of correctly completed and signed contract. This sum is inclusive of all taxes, expenses and incidentals.

The Host Organisation offer to make the investment detailed above and clarified in the terms and conditions below.

SIGNED for and on behalf of ...............  
Date ............................

The FINALIST hereby agrees to be bound by all the terms and conditions attached to this contractual agreement (signed by the team leader).

Signature

PLEASE PRINT NAME

SIGNED for and on behalf of the FINALIST  Date

*This information is required to pay your development grant, and will not be retained or shared for any other purpose. If you would prefer to receive your grant by cheque, please indicate in the box provided.
Contract Terms and Conditions

1. The Participant Business Obligations

1.1 …. will expect the Finalists to use their grant money to advance their business idea in preparation for the TestTown ……..

1.2 Participating Businesses, including all stated members of their teams, are required to attend the full week of TestTown…. They will be required to arrive at …. on …., and will depart no earlier than ….on…….

1.3 Where participant business is unable to attend, they must inform ……. giving reason for non-attendance, and return the full amount of the grant £…..

1.4 Participating Businesses will be required to participate in all activities related to the TestTown …… including training, receptions and public relations activities, the regeneration challenge, the setup and preparation of trading units, trading and being open for business, the breakdown and making good of trading units and the reclaiming and return of their goods and equipment.

1.5 Participating Businesses will be responsible for the planning of all trading activities related to their TestTown businesses. All business-specific equipment, products and stock, marketing materials and other collateral items must be acquired and organised by the Finalists, suitable for operating their businesses for up to three days of normal trading in a town centre.

1.6 Participating Businesses will receive a development grant to support them in procuring and organising all their equipment and product, as detailed above in 1.5. This payment is also to be used to cover the costs of delivering and retrieving their trading materials from TestTown…. Participating Businesses will be required to produce a detailed written financial breakdown of how they have spent their development grants, and to supply this to …. by the date of their arrival.

1.7 Participating Businesses will be required to staff, manage, and operate their test businesses throughout the trading days. Participating Businesses will be required to work diligently, constructively and professionally to deliver their businesses in TestTown…. At all times, team members are required to behave with integrity and respect in their relationships with each other, Host Partner staff, stakeholders, partners and members of the public.

1.8 Insurance – Participating Businesses will have responsibility for the insurance of their own equipment, stock and property.

2. The Host Partner’s Obligations to Finalists

2.1 …. will undertake to provide Participating Businesses with free access to suitable and appropriate trading space in ….. for the event period. This space will be presented to participants in good order and, where required, with operating utilities and associated services.

2.2 …. will undertake a programme of publicity and promotion about the overall TestTown…. but will not individually promote any one business. ….will conduct public relations activities about the event, market the event to consumers and neighbouring traders, and ensure TestTown branding highlights pop-up outlets throughout the TestTown area.

2.3 …. will operate a programme of judging and public response collection throughout the trading days of TestTown ………. At the conclusion of this week, …. will arrange a TestTown awards night, and make available a ? grant to the team most successfully delivering their idea in practice. The judges’ decision is final.

3. Monitoring & Reporting

3.1 Participating Businesses will be required to produce a detailed written financial breakdown of how they have spent their development grants, and to supply this to …by the date of their arrival.

3.2 Participating Businesses will be required to provide feedback to … throughout the TestTown week, including regular video logs and feedback interviews and surveys.

3.3 Participating Businesses will be required to provide limited feedback to … on their future progress as businesses over a period of three years following the completion of the TestTown. This shall be done on request.

3.4 …. will produce a series of published reports and evaluation documents related to TestTown. Participating Businesses agree that …. will retain the right to include information about their businesses, specific to the TestTown, in those documents.

4. Confidentiality

4.1 Participating Businesses shall at all times keep any confidential information relating to TestTown …….., which is shared with them and so requested to be, private.
5. **Intellectual Property & Profits**

5.1 …. and the TestTown competition retains no intellectual property rights, equity, ownership or rights of control over any elements of the Participating Businesses participating in TestTown and thereafter.

5.2 …. has a right and a responsibility to protect its own reputation and therefore retains the right to make business, marketing and presentational recommendations to Participating Businesses exclusively for their period of trading in the TestTown. …. will retain no long term interests or holdings in TestTown businesses or their successors.

6. **Compliance with Legal Obligations**

6.1 In carrying out the Project, Participating Businesses will comply with all legal requirements whether arising under common law or any statutory provision.

6.2 Participating Businesses will securely store and only use personal data relating to … (or any person whose data is collected as part of the Project) in accordance with the Data Protection Act 1998.

7. **Publicity**

7.1 …. reserves the right to manage the press, the broadcast or internet/social media and all public relations relating to the Project. Brands and key messages related to TestTown and …. more generally remain the property of …. exclusively.

7.2 Participating Businesses must consult …. and gain permission prior to making any public statements or marketing promotions relating to TestTown.

8. **Insurance**

8.1 …. will provide at all times during the TestTown week public/products liability insurance with a reputable insurance company for all potential legal liabilities arising from the activities associated with carrying out the Project up to the limit upto….any one occurrence for Public Liability and …. any one period of insurance for Products Liability.

9. **Law**

9.1 This Agreement shall be governed and construed in accordance with the law of …..and the parties hereby submit to the exclusive jurisdiction of the courts in ….

9.2 Participating Businesses shall be required to operate their businesses in a way that complies with the law.
## 9) CHECK-LIST

### TESTTOWN PARTICIPANTS SUPPORT

<table>
<thead>
<tr>
<th>Support</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do participants know who to contact for information, advice and support?</td>
<td></td>
</tr>
<tr>
<td>Have you set up an easy way to keep in contact with participants (mailing list, online group etc)</td>
<td></td>
</tr>
<tr>
<td>Has a detailed timetable been provided?</td>
<td></td>
</tr>
<tr>
<td>If there is a judging process, are participants aware of the criteria?</td>
<td></td>
</tr>
<tr>
<td>If there is any financial support being given to participants, has the paperwork been planned e.g. a contract or letter of understanding?</td>
<td></td>
</tr>
<tr>
<td>Have you facilitated a way for participants to get to know each other pre-event? An online group and an event or activity at the beginning of the event week.</td>
<td></td>
</tr>
<tr>
<td>Have you a system in place which allow you to collect and collate feedback for the individual participating businesses?</td>
<td></td>
</tr>
</tbody>
</table>
If you are reading this document it means that you have been selected to compete in TestTown, Well done!

It also means that you have only a few weeks to get your business ready for finals week. Please read this guide in order to help implement your business idea.

You know that you need to be organised to get everything done on time so this guide includes some things you need to do but might not have thought of.

1. PITCHING
Pitching is the most valuable resource you have at your disposal to sell your product, whether to customers, investors or suppliers. You should start practicing a thirty second pitch that you can deliver to all these people. This should be all the time you need to communicate the passion you feel for your business and the purpose behind it.

You should consider the following:
- What is it that I want to do?
- Why should my customers care?
- What makes my business unique?

As well as the public, the judging panel of TestTown will be visiting each team during the finals week. It’s important that you can be clear about what your business is, and what direction you want to take it.

2. PLANNING FOR FINALS WEEK
Think about what roles you and your team members will take during TestTown. By identifying each person’s strengths early on will show that your team can work together and that, by extension, your business can work. If someone is great at sales, make sure they are on the shop floor ready to talk to customers. If someone is creative, they could arrange the shop layout and window dressing.

If you are entering TestTown on your own and think you may need extra help think about if you can enlist the spare time of any friends or family. Alternatively look into advertising for help in exchange for work experience.

3. DEVELOPMENT GRANT
Before you start committing spend from your development grant make a list of everything you need to buy - equipment, materials, stock - so that you budget correctly. While it may be tempting to splash out on a high range piece of equipment it may be more effective to spend your money in other ways.

Make sure to factor in the lead times that some companies need to make your product, especially if you are having materials made that are personalised towards your business.

4. COMPETITION WEEK PREP
Packaging - Most of you will need some kind of packaging. Please make sure that you have sourced any bags, cartons etc needed. You will need to purchase these from your development grant.

Dressing your unit – Think about how you are going to stage and dress your unit. You might want to create an image or an atmosphere. You may also want to show people ideas on how you could develop your

If you are offering a food service then you need to ensure you have the following before you trade to the public:

Thermometers: you need to have these in your kitchen before you are legally allowed to sell food to the public.

Food Hygiene Certificate: every member of your team who will be preparing and cooking will need one; these can be purchased from your development grant and can be completed online: www.virtual-college.co.uk/products/food-hygiene-catering.aspx
business as the funding and the time you have at TestTown might not allow you to do everything you would want.

Research – TestTown is an opportunity for you to actively market research your idea. How are you going to get feedback and information from people coming into your unit? Identify who your customers are and how you are going to sell to them.

You should also consider contacting existing local businesses. As you will know, no business can survive without the support of others so making strong links in the community is important to success. Local entrepreneurs will be able to give you advice about the area you are trading in and you may be able to develop some sort of promotion with them. Local businesses also may be willing to lend you items that could be useful to you during TestTown.

If you are selling the goods of suppliers make sure you take note of what you are selling so that you can keep up with payments.

5. SHOP FIT
We will be providing some shelves and other shop fit you will need for setting up your trading space. If you want anything more specialised then you will need to take that out of your development budget.

6. PRICING POLICY
Judges will want to see that you have adequately charged for your product or services. Do some research into the local businesses with similar products - TestTown is about getting real business experience but is also a great way for you to test if you are charging too little/too much and ultimately if your idea is profitable.

7. BRANDING
TestTown is about showing how different spaces can be used in town centres to encourage local people to shop in them. This means using space such as retail units, market stalls, parks, and unused civic space.

It’s important that your trading space stands out and the identity of your business is immediately visible to customers. Think about if you want to invest in posters, leaflets, business cards or banners. Leaflets and business cards will be useful for making connections with local businesses. All branding expenses should be taken from your development budget.

Use social media to contact local groups and companies that you think might be interested and help each other by sharing and promoting others work and events.

If you are not using space for trading you need to focus even more energy on your branding so that people will know what you are about and will want to approach you for more information.

8. Social Media
You should think about setting up social media accounts for your business now, as these can be a great way of connecting with people and promoting your business to potential customers. Remember, we will be judging your idea in the finals on how well you are able to communicate and deliver it to local people.

Finally, good luck and enjoy TestTown!
**INTRODUCTION**

Please read through in advance of your activity taking place. The surveys outlined below need to be distributed prior to and during your TestTown event. The evaluation should be completed and returned to Carnegie UK Trust within one month of your activity concluding. On receipt of the evaluation material and an invoice, the final instalment of your TestTown funding will be paid.

### YOUR INFORMATION

<table>
<thead>
<tr>
<th>Town</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates of TestTown activity</td>
<td></td>
</tr>
<tr>
<td>Your Name</td>
<td></td>
</tr>
<tr>
<td>Position and organisation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Partner organisations</th>
<th>Name</th>
<th>Type of support offered</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date evaluation completed</th>
<th></th>
</tr>
</thead>
</table>

### SECTION 1: YOUR ACTIVITY IN SUMMARY

A) How many people applied to take part in your TestTown activity?

B) How many participants did you select, in how many teams?  

\[ \text{Participants:} \quad \text{Teams:} \]

C) How many mentors were involved (if relevant to your activity)?

D) What was the total amount of takings by participants/teams during the trading activity?

E) Average footfall in your town on a comparable day

F) Average footfall during TestTown trading days*

G) Please briefly describe the training provided to participants:

H) Did you offer a prize/prizes?  

Yes / No

I) Did you hold an awards or prizeweighting event?  

Yes / No

*Footfall Counts: During past TestTowns we have used volunteers to take a footfall count. Between 11.30am and 12noon each day, they would be stationed outside one of the TestTown units and count the number of people visiting the shop. We previously used digital clickers and may have some available which you could have on request. Please ensure that the method used for counting footfall on a comparable day is the same as the method used during TestTown.
### SECTION 2: MARKETING AND COMMUNICATIONS
How did you promote your activity? Please comment on the following:

<table>
<thead>
<tr>
<th>What?</th>
<th>How many?</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Local newspaper articles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B) Local newspaper adverts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C) Local radio coverage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D) Bulk emails</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E) Flyers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F) Outdoor marketing (e.g. billboards/posters – please specify)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G) Social Media</td>
<td>Tweets: Retweets:</td>
<td>Please note the accounts that you used and any particularly significant stakeholders you interacted with.</td>
</tr>
<tr>
<td>You can also use Storify.com to easily collate a report of your social media activity – please note that this cannot always be captured retrospectively and therefore should be updated on a weekly basis. You can see an example here <a href="https://storify.com/CarnegieEU/Trust/testtown-2015-programme-launch">https://storify.com/CarnegieEU/Trust/testtown-2015-programme-launch</a></td>
<td>Direct Messages:</td>
<td></td>
</tr>
<tr>
<td>Facebook posts:</td>
<td>Number of times facebook posts were liked:</td>
<td></td>
</tr>
<tr>
<td>Number of times facebook posts were shared:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H) TestTown page on your website VISITS:</td>
<td>Please note link</td>
<td></td>
</tr>
<tr>
<td>I) Blogs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J) Visits or presentations to stakeholder groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>K) Other (please specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SECTION 3: CUSTOMER SURVEYS
Please arrange to collate some feedback from customers. This could be one or more of the following (please tick to say which method you used):

- [ ] Feedback postcards and post boxes where the participants are trading
- [ ] Volunteers asking customers for feedback and writing it down
- [ ] Volunteers asking customers for feedback and filming it

Format supplied to the Trust (e.g. separate report / video footage):
SECTION 3: CUSTOMER SURVEYS (continued)

Here are the volunteer guidelines that we have used previously for collecting customer feedback:

- Introduce yourself and ask if the person would provide some feedback on video about the TestTown shops.
- Explain that the video will be used for evaluation purposes and will also be shown on the TestTown website and social media accounts online.
- Make sure you get their permission for this before proceeding.
- Have one person holding the camera filming and one person standing beside the camera asking the questions. Encourage the member of the public will look at the person asking the questions.

Questions
1. What did you think about this TestTown shop/market stall/performance?
2. Have you been to any other TestTown shops/stalls and if so, what did you think?
3. How has the TestTown activity improved the town centre today?
4. Where did you hear about TestTown?

SECTION 4: PARTICIPANT SURVEYS

Entry Survey
Please send this link to all participants once they have been selected.
www.surveymonkey.com/r/TT_PS

Exit Survey
Please send this link to all participants as soon as possible after the final activity.
www.surveymonkey.com/r/tt_ps_exit

SECTION 5: STAKEHOLDER SURVEY

This should be completed once your TestTown activity is complete. It is a short 10 question survey that should be filled in by the lead contact for the host town, and by representatives of organisations that you have partnered with. The survey is available at www.surveymonkey.com/r/TT_SS.

FINAL CHECKLIST

Have you sent the following to Carnegie UK Trust?
- Photographs of your events
- Photographs of each participant
- Video material (where possible)
- Contact details for each of the participants
- Final invoice (to be enclosed with the completed evaluation)

THANK YOU FOR COMPLETING THE EVALUATION
Please return to:
Carnegie UK Trust, Andrew Carnegie House, Pittencriff Street, Dunfermline, KY12 8AW
or
testtown2015@carnegieuk.org
12) PARTICIPANTS’ FEEDBACK SURVEY TEMPLATE

Created on SurveyMonkey- we asked the participating businesses to complete this prior and after taking part.

1. BACKGROUND INFORMATION

1.1 What is the main thing you are doing right now?
- □ STUDENT
- □ PAID WORK
- □ SELF-EMPLOYED
- □ TRAINING
- □ VOLUNTEERING

1.2 If your answer above is student, paid work, self-employment, training, apprenticeships, volunteering

Industry sector(s), subjects studying?

Number of hours?

Do you do anything else as well?

Do you have any comment?

1.3 If your answer above is unemployment, carer, volunteering, waiting to start course

Are you on benefits?

Do you have any comment?

2. DISTANCE TRAVELLED

2.1 Right now, how likely do you think that you will start up your own business or work for yourself in your working life?
- □ Very Likely
- □ Quite Likely
- □ Quite Unlikely
- □ Very Unlikely

2.2 Confidence- mark yourself 1 to 5 (The maximum score on this scale is 5 (very confident), and the lowest score on this scale is 1 (not confident.))
- □ 1
- □ 2
- □ 3
- □ 4
- □ 5

2.3 Grit and determination - mark yourself 1 to 5 The maximum score on this scale is 5 (extremely gritty), and the lowest score on this scale is 1 (not at all gritty)
- □ 1
- □ 2
- □ 3
- □ 4
- □ 5
### 2.4 AS A RESULT OF BEING INVOLVED IN TESTTOWN… (EXIT SURVEY ONLY)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>I better understand the skills required for running my own business</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
</tr>
<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I know which personal qualities are important for being self-employed</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
</tr>
<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
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<tr>
<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I was able to show my initiative over the TestTown week</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
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<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
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<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I have developed some new skills (eg, customer awareness etc)</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
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<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
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<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I developed my spoken communication skills</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
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<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
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<tr>
<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I know I can work well with a team</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
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<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
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<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I was able to show a positive attitude at work.</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
</tr>
<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
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<tr>
<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I feel more confident in handling new situations.</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
</tr>
<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
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<tr>
<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I have a better understanding of my own strengths and weaknesses</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
</tr>
<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
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<tr>
<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I understand better the importance of problem solving.</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
</tr>
<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I have experience of working with people who have different roles.</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
</tr>
<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
<tr>
<td>I am clearer about what I want to do in my future.</td>
<td>- STRONGLY AGREE</td>
</tr>
<tr>
<td></td>
<td>- AGREE</td>
</tr>
<tr>
<td></td>
<td>- NEITHER AGREE-DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- DISAGREE</td>
</tr>
<tr>
<td></td>
<td>- STRONGLY DISAGREE</td>
</tr>
</tbody>
</table>
3. What are your expectations of TestTown? (entry survey only)

4. TestTown Feedback (Exit survey only)

4.1 What was your best bit of TestTown?

4.2 What was your worst bit of TestTown?

4.3 What would you change if you were running the next TestTown?
Dunfermline, the former capital of Scotland, is home to the beautiful Pittencrieff Park. To find out more about what there is to see, go to the Visit Dunfermline website.

TestTown is an innovation challenge for 16-30 year olds from across the UK and Ireland. The festival is a celebration of young people's creativity and entrepreneurship.

The future of TestTown is up to you! TestTown is an innovation challenge designed to give young people the chance to turn their ideas into reality. The winner will be awarded £10,000 to help them take their idea further.

The TestTown festival takes place from Thursday 25th to Saturday 27th February. It features a range of events and activities, including workshops, seminars, and a competition for young entrepreneurs.

Come and experience the future of the high street at TestTown. This festival is a great opportunity for young people to learn, network, and showcase their ideas.

TestTown is run by Carnegie United Kingdom Trust, a Scottish charity operating in the UK and Ireland. The trust is incorporated by Royal Charter 1917.

To find out more about TestTown, visit www.facebook.com/testtown2013 or www.twitter.com/testtown2013.
### MONDAY 22 FEBRUARY 2016

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00</td>
<td>Jim (CUKT) to meet City Property at no 174 Saltmarket - hand-over of keys Finalists drop off stock/equipment into no 174 Saltmarket for storage</td>
<td>Saltmarket</td>
</tr>
<tr>
<td>09.00</td>
<td>Kirsty (CUKT) arrive by train – go to City Chambers to set up (banners and welcome packs pre-couriered)</td>
<td>Satinwood Suite, City Chambers, 80 George Square, G2 1DU</td>
</tr>
<tr>
<td>10.30</td>
<td>Official welcome from Glasgow City Council led by Councillor George Redmond, Executive Member for Jobs, Business and Investment.</td>
<td>Satinwood Suite, City Chambers, 80 George Square, G2 1DU</td>
</tr>
<tr>
<td>11.00</td>
<td>Regeneration Challenge Briefing – Carnegie UK Trust and Glasgow City Council staff</td>
<td>The Learning Academy, Room B21 40 John Street, G1 1JL</td>
</tr>
<tr>
<td>12.00</td>
<td>Lunch As above</td>
<td>As above</td>
</tr>
<tr>
<td>1-2pm</td>
<td>Tour of Saltmarket/Briggait by Glasgow City Council/ City Property staff</td>
<td>Saltmarket / High Street/Briggait</td>
</tr>
<tr>
<td>2.5pm</td>
<td>TestTown Grand Final Introduction and Briefing - Jim/Kirsty (CUKT)</td>
<td>The Learning Academy, Room B21 40 John Street, G1 1JL</td>
</tr>
<tr>
<td>7-9pm</td>
<td>Evening Drinks Reception (Jim to take banners back home- bring back to the Briggait on Thurs)</td>
<td>Satinwood Suite, City Chambers, 80 George Square, G2 1DU</td>
</tr>
</tbody>
</table>

### TUESDAY 23 FEBRUARY 2016

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 am</td>
<td>Meet at the reception – Holiday Inn Express Riverside – quick re-fresh of challenge</td>
<td>Holiday Inn Express Riverside reception</td>
</tr>
<tr>
<td>9-5pm</td>
<td>Regeneration Challenge</td>
<td>Saltmarket/ High Street</td>
</tr>
</tbody>
</table>

### WEDNESDAY 24 FEBRUARY 2016

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 am</td>
<td>Kirsty/lucy to meet Jim at No 174 Saltmarket for handover of keys. Jim to bring all 'shop' listed items in car for drop off</td>
<td>Strathclyde Business School University of Strathclyde Room GH 613 Graham Hills Building, 50 Richmond Street Glasgow G1 1QE</td>
</tr>
<tr>
<td>10-1pm</td>
<td>Regeneration Challenge Feedback Presentations Potential to meet local student 'TestTown Ambassadors from the Strathclyde Consulting Society (SCS)'</td>
<td>Strathclyde Business School University of Strathclyde Room GH 613 Graham Hills Building, 50 Richmond Street Glasgow G1 1QE</td>
</tr>
<tr>
<td>1pm</td>
<td>Lunch and handover of the keys!</td>
<td>Strathclyde Business School University of Strathclyde Room GH 613 Graham Hills Building, 50 Richmond Street Glasgow G1 1QE</td>
</tr>
<tr>
<td>2 pm</td>
<td>Cairns and Scott deliver 14 chairs and 7 tables delivered</td>
<td>174 Saltmarket</td>
</tr>
<tr>
<td>2.5pm</td>
<td>Havelock cupboards delivered</td>
<td>174 Saltmarket</td>
</tr>
<tr>
<td>3-5pm</td>
<td>Adriana/Panda's Kitchen stock delivered</td>
<td>174 Saltmarket</td>
</tr>
<tr>
<td>7-9pm</td>
<td>All to no 174 Saltmarket Lucy (CUKT) to be there from 9.30am</td>
<td>174 Saltmarket</td>
</tr>
<tr>
<td>2 pm onwards</td>
<td>Sound Equipment delivered to The Briggait (Sound Acoustic Productions) Briggait to store</td>
<td>174 Saltmarket</td>
</tr>
<tr>
<td>TIME</td>
<td>ACTIVITY</td>
<td>LOCATION</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>2pm onwards</td>
<td>Saltmarket Shop Set-up/ On street promotion</td>
<td>Nos 30, 146, 174 Saltmarket</td>
</tr>
<tr>
<td>7pm</td>
<td>Curry on the house! TestTown dinner</td>
<td>Restaurant tbc</td>
</tr>
</tbody>
</table>

**THURSDAY 25 FEBRUARY 2016**

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8am</td>
<td>Jim to deliver all ‘Briggait’ listed items to The Briggait/ park car</td>
<td>The Briggait</td>
</tr>
<tr>
<td>8am</td>
<td>Set up and Health and Safety Checks of shops- Jim and Gina (CUKT)</td>
<td>Nos 30, 146, 174 Saltmarket</td>
</tr>
<tr>
<td>8am</td>
<td>Entry into Briggait – set up Kirsty and Lucy (CUKT)</td>
<td>The Briggait, 114 Bridgegate, Glasgow, G1 5HZ</td>
</tr>
<tr>
<td>9 am</td>
<td>Cairns and Scott to deliver 52 chairs and 4 tables to the Briggait</td>
<td>As above</td>
</tr>
<tr>
<td>9am</td>
<td>Banners/ marketing material to be dropped off by Glasgow City Council/ City Property LLP</td>
<td></td>
</tr>
<tr>
<td>11am</td>
<td>Official launch 'TestTown is Open' with press and photo-call</td>
<td>No 30 Saltmarket</td>
</tr>
<tr>
<td></td>
<td>Cllr Redmond to cut the ribbon</td>
<td></td>
</tr>
<tr>
<td></td>
<td>All finalists to attend/ all to wear t-shirts and bring an item of their stock</td>
<td></td>
</tr>
<tr>
<td>12noon</td>
<td>Start trading/ street promotion</td>
<td>Saltmarket</td>
</tr>
<tr>
<td>12 noon onwards</td>
<td>Start trading/rehearsal/ street promotion</td>
<td>The Briggait</td>
</tr>
<tr>
<td>5pm</td>
<td>Close</td>
<td>Both locations</td>
</tr>
</tbody>
</table>

**FRIDAY 26 FEBRUARY 2016**

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-5pm</td>
<td>Shop trading</td>
<td>The Saltmarket</td>
</tr>
<tr>
<td>9-5pm</td>
<td>Briggait programme starts – school visits?</td>
<td>The Briggait</td>
</tr>
</tbody>
</table>

**SATURDAY 27 FEBRUARY 2016**

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-5pm</td>
<td>Shop trading</td>
<td>The Saltmarket</td>
</tr>
<tr>
<td>9-5pm</td>
<td>Briggait programme runs</td>
<td>The Briggait</td>
</tr>
<tr>
<td>5-7pm</td>
<td>De-rig of the Briggait hire furniture and sound equipment left for other event/ pick up on Monday</td>
<td>The Briggait</td>
</tr>
<tr>
<td></td>
<td>All testtown banners/A Frame/materials etc packed into Jim’s car</td>
<td></td>
</tr>
<tr>
<td>5pm onwards</td>
<td>Shop de-rig</td>
<td>The Saltmarket</td>
</tr>
</tbody>
</table>

**SUNDAY 28 FEBRUARY 2016**

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-12 noon</td>
<td>Shop de-rig/ gather all hire chairs and tables/ Havelock cupboards/ finalist’s stock to be couriered back to no 174 Saltmarket</td>
<td>The Saltmarket</td>
</tr>
<tr>
<td></td>
<td>All TestTown A-frames/leftover materials packed into Jim’s car</td>
<td></td>
</tr>
<tr>
<td>12noon</td>
<td>Judging and Presentation Event– with lunch and drinks</td>
<td>The Screening Room, GMAC Film, Fifth Floor, Trongate 103, Glasgow, G1 5HD</td>
</tr>
<tr>
<td>12noon Lunch</td>
<td>1pm First half of finalists’ presentations with Q&amp;A (5min presentation/5min Q&amp;A each)</td>
<td></td>
</tr>
<tr>
<td>12noon</td>
<td>2pm Tea/coffee/biscuit break</td>
<td></td>
</tr>
<tr>
<td>2.30pm</td>
<td>Second half of finalists’ presentations with Q&amp;A (5min presentation/5min Q&amp;A each)</td>
<td></td>
</tr>
<tr>
<td>3.30pm</td>
<td>Judging panel leave to deliberate</td>
<td></td>
</tr>
</tbody>
</table>
3.30pm Evaluation session with finalists
4pm TestTown Glasgow Saltmarket film screening with drinks and nibbles
4.30pm Presentation – winner announced
5pm Close

MONDAY 29 FEBRUARY 2016

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-11am</td>
<td>Hire chairs and tables picked up from no 174 Saltmarket</td>
<td>No 174 Saltmarket</td>
</tr>
<tr>
<td></td>
<td>Pick-up of Havelock cupboards to deliver to furniture charity shop</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hand keys back to City Property LLP</td>
<td></td>
</tr>
<tr>
<td>Between 9-5pm</td>
<td>Sound Equipment to be picked up by Sound Acoustic Productions</td>
<td>The Briggait</td>
</tr>
<tr>
<td>3-5pm</td>
<td>Hire chairs and tables picked up from the Briggait</td>
<td>The Briggait</td>
</tr>
</tbody>
</table>
In February Carnegie UK Trust in partnership with Glasgow City Council and City Property LLP hosted the Grand Final of the 2015/16 TestTown competition in the Saltmarket and the Briggait.

TestTown is an initiative led by Carnegie UK Trust which challenges town and city district leaders and entrepreneurs to think creatively about town and city district spaces. The approach is two-fold, to give young entrepreneurs and those new to enterprise a safe, real world space to experiment with running a retail based business. At the same time offering the talent, creativity and innovation of these people to reimagine town and city district centres of the future. To date TestTown weeks have been held in 19 town and city district centres across the UK and Ireland with 117 start-up businesses undertaking the TestTown experience.

We were delighted to be invited by Glasgow City Council and City Property LLP to run our 2016 Grand Final in the Saltmarket area of Glasgow and work with the opportunities and challenges this presented. As the new businesses in the Grand Final event come from across the UK and Ireland, we were very aware of not being seen to parachute in, use the space and then parachute out again. We wanted the finalists to learn about the area they would be trading from and also the background and history of the place.

As you may know we asked them to spend one of their learning days speaking to the Saltmarket traders, stakeholders, commuters and the general public to find out a wider view of the place- what people thought, the challenges and ideas for the future. We were delighted with the time and consideration you gave our finalists. Public consultation is a hugely challenging thing to do and most of our finalists had no prior experience of this. I would like to extend a huge thanks to you for giving up your time and thoughts to them.

The finalists were split into two groups- one group was asked to speak to the Saltmarket/ High Street traders and businesses and the other residents/commuters and members of the public. We would like to take this opportunity to feedback to you their findings.
TestTown Glasgow Saltmarket Resident/Commuter Survey Feedback
23rd Feb 2016

50 people responded to our survey

How often do you visit Saltmarket/High St to shop?

What is your normal purpose of visiting Saltmarket/High St?

How much approx. do you spend on each visit?

How long do you usually stay when you visit Saltmarket/High St?
When do you typically visit the area?

- Morning (80%)
- Afternoon (20%)
- Evening (10%)

How did you travel to Saltmarket/High St?

- Car (13%)
- Bus (25%)
- Train (3%)
- Taxi (9%)
- Motorbike/moped (3%)
- Bicycle (0%)
- Walk (41%)

How would you rate the overall standard of maintenance of pavements, lamp posts, bins?

- Always well maintained
- Usually well maintained
- Not very well maintained
- Poorly maintained

How would you rate the standard of shop fronts/displays/signage?

- Always well maintained
- Usually well maintained
- Not very well maintained
- Poorly maintained
If you could improve Saltmarket/High what level of importance would you give the following? Please select all that apply.

Thoughts

Which single change do you think would most improve the area?

Coffee Houses - something to draw people in.
Cash injection.
Only specialist shops - need more history and branding.
Better housing and greenery.
History and heritage.
Improved safety.
More parking and more shops/restaurants.
Cleaner, Publicity, Uniformed, More street lights, Chewing gun off the street, Greener.
More things to do that are interesting.
Coffee Shops, Takeaway Coffee.
Bus stop, better shops, bike parking.
Better use of empty shops, lack of shops.
No shops, everything has bars, rough pubs, rough area.
Brighten it up, too many closed buildings.
SurveyMonkey
TestTown Glasgow
Saltmarket/High Street
Business Survey Feedback
23rd Feb 2016

16 businesses responded to our survey

Which of the following best describes your company status?

- Sole trader (43%)
- Partnership (7%)
- Private Limited Company (43%)
- Public Limited Company (3%)
- Co-operative (0%)
- Social enterprise (7%)

The total number of employees in your company is in the range:

- 1-4 employees (80%)
- 5-9 employees (7%)
- 10-249 employees (13%)
- 250+ employees (0%)

How long has your business been trading in Saltmarket/High St?

- Less than a year
- 1-3 years
- 3-6 years
- 6-10 years
- More than 10 years

How do you feel your business is currently performing?

- Very poorly
- Poorly
- Moderately
- Well
- Very well
Does your business have in place measures that will enable it to maintain business activities in the event of an unforeseen event or emergency situation?

Where do you feel your competitors are located? Please select all that apply.

In what ways do you currently promote or market your business? Please select all that apply.
Which of the following do you consider to be the main problems/issues faced by your business? Please select all that apply.

Which of the following location-specific characteristics pose a concern to your business? Please choose up to five options, which apply:
Has your business engaged with Glasgow City Council/Business Gateway for business support purposes during the last 3 years?

- Yes (43%)
- No (57%)

If you answered Yes, how would you rate the effect of your engagement with GCC/BG support?

If you answered No, what are the reasons your business has not engaged with GCC/BG various support services?

SurveyMonkey
What do you think Glasgow City Council should do to better engage with businesses? Please mark up to three choices and specify if any other apply.

- More communication / engagement
- Clearer about what they offer
- Better understanding of our needs
- Networking events
- More support for small business
- More advertising / promotion
- Use local contractors / suppliers
- More investment
- Reduce / lower crime (improve)
- Help locate business apps

Grant is no good for fixing up the shop front if housing association isn’t going to repair water damage upstairs, back courts aren’t owned by shop renters and can’t be fixed by them.

The marches are a nuisance, drives customers away rather than attracts them.

Bring in more shops, help lower rents and rates, have to pay costs of upstairs.

Unfair we have to pay for houses that aren’t ours.

Rents and rates are the same as the city centre, feel ripped off. Feels like the council are trying to kick everyone out if Saltmarket due to rising rent costs. Union marches are a detriment to the area. Christmas lime no decorations were placed in Saltmarket/high street.

Rent keeps being put up, issues with not being able to change the type of business. Phones every year to ask for rent to be reduced. Owners changes hands plus being charged to pay for upstairs maintenance is poor.

Front shop has been knackered for years, leaking issue where they are still waiting for the council to fix.

More events in street, street parties more of a community with the shop keepers, More like Queen Street Drive, the area need more identity, what more book shops, cafes, reading and internet hubs.
16) TESTTOWN BRANDING

LOGO

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FONTS

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www.dafont.com/fff-tusj.font

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Download the files from:
www.testtown.org.uk
TestTown gives the next generation of town centre entrepreneurs the support to realise their potential while demonstrating how towns can benefit from their energy and imaginative thinking.