## Contents

1. Introduction .......................... 3
2. Executive Summary .............. 4
3. The Context for Scotland’s Towns .... 4
4. Design – A Best Practice Approach ... 7
5. Digital Towns Case Studies .......... 8
   - 5.1 Perth .......................... 8
   - 5.2 Clarkston .................... 11
   - 5.3 Elgin ......................... 13
   - 5.4 Auchterarder ............... 15
   - 5.5 Milngavie ................... 17
   - 5.6 St. Andrews ................. 19
   - 5.7 Fort William ............... 21
   - 5.8 Paisley ...................... 24
   - 5.9 Glasgow City Centre ....... 26
6. Digital Providers Case Studies ...... 26

Appendix 1 – The Relevant Technologies 35
Appendix 2 – Digital Audit Process 38
Appendix 3 – Digital Skills Provision 39
Appendix 4 – Digital Providers List 41

Note of Thanks .......................... 47
1. Introduction

The Scottish Government has committed to developing and delivering world class digital infrastructure across Scotland by 2020. Investment totalling over £400 million of public and private sector funding, alongside ongoing commercial programmes will collectively deliver 95% fibre broadband coverage across Scotland by 2018 with a further commitment to deliver 100% superfast broadband access across Scotland by 2021. A combination of technologies will be deployed including fibre optic, copper, ADSL, wi-fi, mobile, satellite and tv white space. Digital connectivity, economy, participation, and public services are all vital to delivering Scotland’s Digital Future.

A parallel process, led by Highlands and Islands Enterprise will support and empower remote and rural communities across Scotland to establish community broadband networks, delivering improved connectivity to transform the way communities live, work and learn. In addition to this, investment was made to roll out Public Access Wireless connectivity via the Public Wireless Programme, which aims to help Scottish Public Bodies to dramatically improve their leadership, shared technical understanding, planning, public procurement, market engagement, collaborations and facilitation of digital investment through place-based and nationally themed wireless deployments.

This guidance document outlines how we aim to help improve the digital infrastructure, skills, strategic implementation and understanding of Digital in the context of Scotland’s Towns and Town Centres. The guidance has been compiled in close consultation with a wide range of partner agencies including the Scottish Futures Trust, The Scottish Government’s Public Wireless Programme, Visit Scotland, Creative Scotland, Historic Environment Scotland, SURF, Federation of Small Businesses, Business Improvement Districts, Transport Operators, Higher and Further Education, Business Gateway, Scotland IS, and Skills Development Scotland. The private sector and community sector have also been widely consulted and engaged in helping to shape our approach.

The guidance will build upon the themes within the Town Centre Action Plan and the approach promoted within the Public Wireless Programme. It aims to provide best practice, forward-thinking and guidance to stimulate a new approach towards Digital implementation which could make a step change to the future prosperity and functionality of our towns.

Scotland’s Towns Partnership, 7 March 2017
2. Executive Summary

Digital technology is changing our society and the way we live. It is changing the way we communicate, how we buy and sell goods and services, how we learn and how we organise our lives. Broad digital adoption and innovation will create significant economic and social value for Scotland and where there is a wider strategic fit, our town centres can play an active role in embracing the digital revolution. This document outlines a Digital approach for Scotland’s Towns to ensure our town centres are maximising the benefits from these significant digital investments and changing consumer behaviours.

Digital will be delivered by creating sufficient access through infrastructure – minimum quality fixed connectivity, high speed 3,4 and ultimately in time, 5G mobile data coverage via multiple operators, and accessible high quality public access wi-fi.

It will also be vital to improve digital skills to eliminate the digital skills gap in our communities by 2020 and to significantly enhance uptake, deployment and participation. This skills provision is necessary both at the level of the whole town, strategic partners and at individual merchant level.

Scotland’s Towns Partnership will also provide a coordinated centralised Digital Towns Hub on the national towns web platform www.scotlandstown.org to provide expert impartial advice on the latest available technologies, highlight and encourage skills training and to provide partners with best practice advice for appropriate localised solutions. As activity and deployment increases we will also produce a Digital Towns Index to provide a benchmark and assessment tool for local towns to utilise. In addition, we will use the Digital Towns Hub to host case studies, research and provider details.

3. The Context for Scotland’s Towns

The Town Centre Action Plan is guided by the overarching principle of “town centre first”. There are six main themes within the Action Plan – Living, Digital, Economy, Community, Accessible Services and Proactive Planning. A well-designed town strategy should try to embed digital across the other 5 themes.

At the most basic level, for Living this could be fibre optic connectivity in residential units to encourage the professional sector, families, home based businesses and students. For Economy it could be a town centre wi-fi scheme that drives business and tourism growth. It could also incorporate a tourism platform via visitscotland.com and wi-fi in libraries, museums and galleries. It may also be a platform that links real time travel, news and weather. For Community it could be social media platforms which promote events, information and wider civic engagement and so on. Gaps in this infrastructure need to be
understood in terms of their impact on how we live in the real world and the needs of the flourishing communities we wish to nurture.

Scotland has already developed an international reputation for digital excellence with Dundee, Glasgow and Edinburgh leading in software development and gaming in particular. Emerging city and regional growth deals are all pushing for more digital investment.

However Digital is still very much an evolving industry and infrastructure alone should not be seen as a panacea for a successful town. Alone it is unlikely to change much and may even constrain opportunities. Successful use of digital tools needs a managed use of both digital and physical resources; on-line and off-line. Digital Towns need short-term brand led service delivery and long-term infrastructure investment. It is about much more than broadband speeds and mobile social media.

A well-resourced, closely managed strategy combining virtual resources with real world assets, meeting clear objectives, is key. But given the capital nature of the growth funding, these calls are not being linked to wider resources, and policy linkage to business support as well as the basic, intermediate and advanced level skills that will drive productivity. Meanwhile, nor are the strategic planning changes linking digital to energy and other infrastructure.

We recognise that our towns and town centres are a key element of the economic, social and environmental fabric of Scotland; often at the core of community and economic life, offering spaces in which to live, meet and interact, do business, and access facilities and services. Digital has a role in helping shape how town centres thrive sustainably, reinvent their function, and meet the needs of residents, businesses, and visitors for the 21st century.

Local strategic leadership from councils and partners as commissioners of a town’s digital environment is required – bringing together the best of what’s available now and prioritising and publicising what’s needed next. Simply put, this requires the creation of town digital strategies or blueprints that focus on continually improving the experience of living in Scotland’s towns and the public and private services needed for this - combining infrastructure, skills and physical development needs for digital growth and wellbeing.

A service and capability-led focus also requires skills improvements. This includes digital literacy for business and citizens, but also for council leaders and senior staff to understand the current gaps and upcoming opportunities and priorities for nurturing the towns digital future.

Furthermore, physical hubs and infrastructure development backed by a radical new approach to institutional delivery and governance is required. Each local authority needs
a Director level officer responsible for delivering digital benefits to the Town Centre Action Plan, with links to public service transformation and delivered by well-trained and resourced Town Centre Managers who have the ability to deliver the strategy day to day. Some leading authorities are already adopting similar approaches to locality based public service delivery, with these digital needs being incorporated.

This needs-led approach must be co-ordinated with regional and national public planning and investment in both the core digital network and mainstream plans for economic growth and society.

In order to inform best practice, Scotland’s Towns Partnership worked alongside Digital Scotland’s Public Wireless Programme to undertake a combination of desk research and study visits to a range of towns to explore the different approaches being taken.

The main issues we discovered were:

1) Lack of knowledge, empowerment & leadership – at locality level the Town Centre Manager is often not familiar with the digital sector and is often not connected into or able to influence wider digital investment decisions and partnerships. As a result;

2) Local Authorities appear somewhat risk averse in that they are often fearful of the technology, its reliability, integrity and longevity; as well as all the additional risks, resources and costs involved. In essence they are afraid of procuring the wrong platform which may not meet their requirements and could then very quickly become redundant or surpassed by an emerging technology.

3) Isolated and often poorly specified Town Centre wi-fi appears to be the main solution being deployed rather than wider integrated approaches to digital. Digital town strategies often sit remotely from broader local and regional economic strategies and often sit separately alongside the town centre strategy rather than being seen as a key integrated tool and driver. As a result, solutions tend to be focused on technology rather than being designed around the desired user experience.

4) There is no existing digital skills provision that is specifically tailored to meet the needs of town centre managers.

This guidance is intended to support Town Centre Managers and public procurement leads in relation to approach, and to encourage best practice by signposting to case studies and skills development provision.
4. Design: A Best Practice Approach

This guidance attempts to improve the ability of practitioners to make more informed decisions, improve the strategic approach and identify resources to improve skills and knowledge. The stages outlined below are best practice steps to design, procure and manage digital infrastructure for a town centre; this approach was developed as part of Scotland’s Public Wireless Programme – see Public Wireless Programme.

We have also included a quick Audit Process in Appendix 2 to help improve thinking and widen out both the ambition and approach.

<table>
<thead>
<tr>
<th>Strategic Fit</th>
<th>Establish the policy objectives and public value that will be met through use of digital connectivity and opportunities for collaborative approaches to delivery over the medium to long-term.</th>
</tr>
</thead>
<tbody>
<tr>
<td>User Experience and design</td>
<td>Confirm the intended user experience and design objectives for specification. These are likely to be short-medium term delivery aiming to establish delivery that can evolve.</td>
</tr>
<tr>
<td>Resource and Viability</td>
<td>Using the specification of 1 &amp; 2 engage the market fully to assess cost and delivery options. Confirm internally the project scope and work with public partners to identify how the project can be resourced and made viable in the long-term.</td>
</tr>
<tr>
<td>Procurement</td>
<td>Deliver the requirement through effective market engagement and contract setting.</td>
</tr>
<tr>
<td>Operations</td>
<td>Ensuring effective contract management is meeting defined user needs.</td>
</tr>
<tr>
<td>Innovation</td>
<td>Ensuring services evolve with user needs, public policy, available technology and ongoing market development.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What does the wider regional and local economic strategy aim to achieve. What does the Town aspire to. Does digital in the Town contribute to this vision. Who are the key partners and can we play into their digital strategies. (Transport, Tourism, College, Culture-Creative, Council, Digital by default etc)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Following on from the strategic fit, the user experience can be established which in turn will dictate design. In a busy urban context this may be high speed constant access for businesses, learners and visitors or in a rural attraction, it may mean a simple wi fi hot spot and web platform for occasional visitors.</td>
</tr>
<tr>
<td>Once you have specification agreed, talk to as many operators as possible, look at what others have done, get all the costs detailed, ensure the solution works for all, remember how quickly technology changes, build in flexibility to counter redundancy. Consider a framework approach that allows others to come on board in the future.</td>
</tr>
<tr>
<td>Make the most of the technology and ensure analytics and data is being utilised to best advantage.</td>
</tr>
<tr>
<td>The technology, deployment and capability is constantly improving and costs are being driven down. It is critical that solutions remain relevant and functional and that innovation constantly helps drive improvement.</td>
</tr>
</tbody>
</table>
5. Digital Towns Case Studies

This section gives an indication of how organisations in different towns across Scotland are using digital technologies and platforms, often as part of wider social or economic plans or strategies. They are given to demonstrate the variety of approaches being taken in different towns, as well as the range of different actors deploying digital technology in ways that can support regeneration, community engagement, tourism and economic growth. Rather than a focus on ‘best practice’, the case studies should be understood as a snapshot of the current state of digital in towns. The case studies feature: Perth, Clarkston, Elgin, Auchterarder, Milingavie, St Andrews, Fort William, Paisley, and Glasgow. Data gathering for these case studies took place via telephone interviews and written feedback from practitioners, in addition to desk-based research.

A point emphasised by many of those consulted is that the use of each digital technology or platform should not be considered in isolation. Rather, the use of each tool can be viewed as part of an overall digital strategy for the town, and how this strategy supports wider efforts to improve the social and economic functions of a place.

The studies below generally provide an overview of: deployment and rationale, outcomes, costs, challenges, future developments, and further issues in each case. Between them, they describe the use of: superfast broadband installation, town centre WiFi, town apps, digital loyalty cards, websites, blogs, and social media channels.

5.1 Perth: Implementing a Holistic Digital Strategy
Overview

Perth is the administrative centre of Perth and Kinross local authority area. It is described by the Understanding Scottish Places data tool as a regional service centre both for agriculture and commerce with significant service sector companies such as Aviva (USP, 2017).

The use of digital platforms and technologies is led by Perth and Kinross Council, and is informed by the Perth City Plan 2015-2035. Within this, the draft Smart Perth and Kinross Strategy emphasises that the idea of digital towns should be seen within the broader concept of a smart city and an attractive, efficiently functioning town or city centre as the heart of the smart city. In a description of the Smart Perth Strategy, it was stated: “Building a smart city or digital town is fundamentally about improving quality of life for people by using data and technology to improve the efficiency of town centre management and services and meet residents’ and businesses needs”.

Digital Deployment and Rationale

Perth and Kinross Council have deployed a dedicated website (http://www.perthcity.co.uk/), social media channels (Facebook, Twitter, YouTube, Instagram, Pinterest) and a digital currency card (Perth Gift Card).

The Perth City website was initially deployed as a place to promote local businesses. However, while this function remains, the website has now evolved into a destination marketing tool. This gives people information about what’s happening in Perth, guidance on how to arrive and park at events, and extensive information about what to see and do in the city and wider area. Content from these pages is now shared more widely i.e. through the Scottish Youth Hostel Association and accommodation providers.

Perth’s digital footprint is enhanced by various social media channels. In addition to the website, these are considered the most effective way to connect with both residents and visitors who interact with the town. This requires having someone on duty to answer questions and queries coming in via social media. In addition to a marketing & tourist information function, the website & social media channels generate user data which allows for targeted marketing and monitoring impact of digital communications.

The Perth Gift Card is a pre-paid visa card with which users can make purchases in over 50 participating businesses [see Box 1 below for more information]. This encourages additional spend in the local economy and generates data on how much people are spending and where, supporting both destination and retail marketing. The City Centre Team can also gather data on where people purchase the card from, which has included from both the wider UK and internationally, as well as in the local area.

The running of the website, social media channels and Perth Gift Card are contracted by the council to Miconex (http://www.mi-cnxs.com/), while local authority staff continue to
review content, data generated and impact.

Perth & Kinross Council also have a contract with Norwegian company Mendo (http://web.mendo.no/), who offer a platform for merchants to put in sales data by business, street etc. This allows the council to estimate the effect of any action, such as roadworks or special events, on businesses in that area. The platform can show how different types of events support particular sectors.

**Impact / Outcomes**

Perth Gift Card: via data gathered, businesses have seen the physical benefit of having come on board with the scheme from additional spend brought into the local economy. The scheme provides a chance to market Perth as a destination, including by running competitions and special offers.

Website & Social Media: the council can find out more about the people engaging with the city, target its marketing better, follow up on users interested in previous events with new information, and communicate with people via a newsletter. All of this can “keep the conversation going” with people interested in Perth.

Since their launch, 10m consumers have been reached through Facebook and Twitter, and the Perth City website has received 300,000 web visits.

**Costs**

The running of the Perth City website and social media channels is around £40k p/a. The contract with Mendo is worth around £5k per year, and the Perth Card costs £2-3k p/a.

It was suggested that a small location could aim to create or enter into a joint platform, rather than each town creating a single website on its own. There is a good case for collaboration between smaller towns in this regard.

**Challenges**

For the Perth Gift Card the main challenge has been to increase the volume of businesses engaged in order to improve data gathering. This requires education, raising awareness of the benefits of such a scheme and of digital tools more widely.

Likewise, a challenge for securing sufficient investment in web and social media platforms is to raise awareness of the value of these tools for marketing and the impact this has.

**Future Developments**

Perth and Kinross Council is contracting for the installation of free town centre WiFi. While there is currently WiFi in public buildings in Perth, the new service will direct much more web traffic to the city website (which will act as a landing page), and will generate more key data, particularly regarding footfall.

PKC has also created a draft Smart City Strategy. As stated on the Invest in Perth website,
the Smart City Strategy will be used to integrate data and technology to develop smart city projects and bring service improvements and efficiencies. It will be underpinned by themes such as open data, citizen engagement, innovation and establishing new collaborations across the public, private and voluntary sectors.

Further Issues and Advice

The main lesson for the PKC City Centre Team so far is to continue to try and link all platforms together in an integrated approach. This turns a town’s digital presence into a powerful tool. It is also important to utilise and adapt to new technologies when these become available.

Digital technologies and platforms are always changing, and it is important for town practitioners and businesses to adapt to the opportunities this brings. For example, Instagram is now becoming very popular. Perth City website now has an Instagram channel, which is more tourism-driven and shows destination images. Therefore there is a need to constantly review what platforms are being used and where investment should be directed.

Another trend is that the majority of web traffic is now mobile – yet many local websites are not yet mobile responsive.

While it may appear easy to put in a web platform and social media and anticipate these will automatically produce results, it is necessary to spend time with the provider, consider content strategy, and the people you are targeting. Content and data must be managed daily to achieve positive outcomes.

Finally, it is suggested that some form of CPD is needed for town and city centre managers. People need to understand what decisions they are making around digital strategy. This can lead to upskilling for those taking on the town website, or writing specifications for what practitioners want a website to do if this is being contracted out.

5.2 Clarkston: Web and Social Media to Support Local Businesses
Overview

Clarkston is a suburb in Glasgow, located in East Renfrewshire. The Understanding Scottish Places data tool describes Clarkston as a medium-sized town and a suburban / commuter locality with a prevalence of higher income and private housing (USP, 2017).

The local Business Improvement District, I Love Clarkston, has invested in digital technologies primarily as a means of promoting local businesses, however it is felt that this has also led to positive externalities such as increasing digital awareness among businesses and the community more widely.

Digital Deployment and Rationale

As a key part of its digital activities in the town, I Love Clarkston has invested in a new website, social media channels, educational workshops and online videos of local businesses.

A key motivation behind these investments has been to promote local businesses. The BID also looked to improve its engagement levels and measurement of return on investments.

The town website (http://iloveclarkston.com/) is heavily integrated with Google, to help with the Search Engine Optimisation (SEO) of not only the BID website, but of each individual business. Described as “your local community site”, the website contains a business directory, information on upcoming events, latest news, and links to newsletter sign-up and social media channels.

The BID has also invested in social media (Facebook & Twitter). The I Love Clarkston Twitter account has over 1,100 followers, while the Facebook page has around 4,000 likes / followers, suggesting that the town may have a social media following equivalent to over half of the resident population.

The BID has hosted a number of social media workshops to help its business members with their individual social media pages. I Love Clarkston also promoted a program to encourage each business to invest in a 360-degree tour for their business, which is hosted on the Google Maps platform and boosts their search listings.

Meanwhile, the BID reports that one of its most successful projects in 2016 was a short video scheme, which employed a videographer to shoot short adverts for interested businesses. These videos averaged 10,000+ views in the first week of posting.

The I Love Clarkston website was developed by Business Media 360 (the only verified Google partner in Scotland). Nick Afchain Films undertook the video project. Meanwhile, all social media activity is done in-house by the BID itself.

Impact / Outcomes

It was reported that the use of digital marketing solutions provides improved data gathering on measuring engagement and returns on investments compared with non-digital marketing tools.
There has been a huge rise in engagement with the BID and a greater understanding in the local community regarding what the BID does, rather than the BID being seen as an extension of the local authority.

**Costs**

The I Love Clarkston website has a cost of £2 per business, per month – which is approximately £2,000 per year.

The BID spends approximately £1,000 per annum on social media, and approximately 10% of office hours are used to improve social media use.

**Challenges**

An issue which required to be addressed in the use of the digital platforms deployed was the need for training for the majority of businesses. A reluctance to be open to social media use from some business owners was also described as a challenge.

**Future Developments**

The BID would like to roll out more social media training, although it is not yet clear if these have been cost effective. Nonetheless the BID will try and host more of these sessions. Getting sufficient buy-in from BID members is considered as the main challenge for this.

I Love Clarkston will also look to utilise live streaming in the near future, with a view to boosting engagement further.

**Further Issues and Advice**

I Love Clarkston would encourage any town centre manager / practitioner to complete social media training before rolling it out to members. It is suggested that a reluctance from managers to buy-in to social media can act as an obstacle to BID members making use of such digital communication tools themselves.

**5.3 Elgin: Digital Destination Marketing**
Overview

Elgin is a historic burgh and Cathedral city, and is the administrative centre for the Moray local authority area. The Understanding Scottish Places data tool describes it as extremely mixed in terms of demographics, containing a particularly wide range of people, housing and activities (USP, 2017).

The town has a Business Improvement District, Embrace Elgin, which was formed in 2010 and re-elected in 2014. The BID utilises a range of digital platforms to promote and support businesses, as well as the town as a destination. The BID is also applying for funding to support the development of digital signage and town WiFi as part of an expanded use of digital technologies.

Digital Deployment and Rationale

Embrace Elgin current makes use of a website (http://www.embraceelgin.co.uk/), e-bulletins, a blog and social media (Facebook [2,566 likes], Twitter [1,206 followers], and to a lesser extent, Instagram). These platforms are operated in-house, while the website was developed by local business Northport Studio.

These platforms were chosen to provide instant and direct communication with the relevant audiences. It is reported that these technologies allow the BID to communicate what is happening in the town to the general public. It also facilitates the promotion of local businesses and their services and products. Overall, digital tools work in conjunction with other communication outlets to promote Elgin as a vibrant destination.

Meanwhile, Elgin does not currently have town centre Wi Fi access, however the BID is working in partnership with Moray Council who are currently in stage 2 of the Scottish Government Regeneration Capital Fund grant process. Part of that application is to allow for the installation of digital signage and town WiFi access. If the application is successful Elgin BID will contribute funding to the project.
**Impact / Outcomes**

Use of social media has led to direct engagement with the public, and increased engagement with local businesses who are now utilising these platforms more. These platforms are easy to use, reach a wide audience and generate useful information about the town and its businesses.

**Costs**

Maintaining the web and social media requires a certain time input. Meanwhile, the installation of town centre WiFi is expected to cost several thousand pounds.

**Challenges**

The BID has not experienced any difficulties or challenges in the use of its current platforms.

WiFi has not been implemented so far because of the high costs, which the BID hopes to overcome in the current grant application.

**Future Developments**

Elgin Embrace will continue to expand its use of digital technologies, and is now offering 1 to 1 support for business members who want to set up or make better use of their social media platforms.

5.4 Auchterarder: Community-Led Broadband and Town WiFi
Overview

Auchterarder in Perthshire is a commuter town which contains a number of locally based small businesses. It is described by the Understanding Scottish Places data tool as extremely mixed in terms of demographics, with a particularly wide range of people, housing and activities (USP, 2017).

In 2015 the Auchterarder Community Partnership decided to implement its own digital solution for the town: superfast broadband and public WiFi. This service was launched in June/July 2016, and continues to develop and expand. It is owned by the community and operates on a non-profit basis.

The Auchterarder case gives a demonstration of how, with the right support, local communities can develop bespoke digital solutions to suit their needs and aspirations. The town was also shortlisted for the ‘Most Improved Town’ category in the 2016 SURF awards.

Digital Deployment and Rationale

After difficulties in securing superfast broadband connectivity from larger providers, the Auchterarder Community Partnership sought out its own solution for digital connectivity in the town. This took place with support from Perth & Kinross Council, 802 Works WiFi, and 14 initial subscribing businesses.

Project objectives for the digital deployment included: identified fragility and the need to modernise, community engagement, sustainability, a not-for-profit service, and the generation of revenue to support the community.

To meet these objectives, necessary features of the digital deployment were outlined as: (i) a superfast business broadband service, (ii) an intelligent (free) public WiFi service for the town centre, (iii) community, business and education engagement, (iv) a media platform to inform, educate and engage, and (v) the generation of meaningful and measurable analytics.

With the support of the partners cited above, in June – July 2016 the town saw the deployment of superfast broadband, provision of full interactivity throughout the town with a digital e-commerce portal, and a free community Wi-Fi zone.

According to the Auchterarder Community Partnership (ACP, 2017) connectivity provision is on the following basis:

Subscribing businesses take up to 80% of the available bandwidth, and can achieve speeds up to 65Mb/sec. The remaining 20% is allocated to the free town centre WiFi service, with a typical speed of 12Mb/sec.

The WiFi service typically receives 450 unique users online each week. Return rate is circa 50%, reflecting the equal balance between residents and visitors.

The landing page for the free service currently advertises the websites/Facebook pages of the 14 subscribing businesses. Additional business users are also now being signed up for the service.
Analytics on the usage of the service are also being gathered and further developments are under consideration for the coming months.

**Impact / Outcomes**

According to 802 Works WiFi and ACP, the outcomes of the digital technologies deployed so far include:

- **Sustainability** - a self-sufficient model whereby individual costs decrease as more businesses and residents join.
- **Community** - local group engagement, special events and activities promoted digitally.
- **Education** - as part of the project, digital training opportunities were designed for the senior pupils at Auchterarder secondary school.
- **Economy** - the enhanced ability to market business products and services digitally. Better connectivity and reliability, critical for a 21st century business.
- **Data** - intelligent WiFi capturing of data for analysing and monitoring customer behaviour for targeted marketing to increase footfall and dwell time. Data gathered in the first five months of the deployment identified 3,536 unique captured registrations, over 20,000 connections and an average dwell time of 1hr 53mins.
- **Recognition** – Auchterarder was shortlisted for the ‘Most Improved Town’ category in the 2016 SURF awards.

**Future Developments**

Current plans to develop digital connectivity and services in Auchterarder include: (i) extending the business broadband service, (ii) introducing a residential broadband offering, (iii) introducing enhanced services such as Digital Signage, VoIP, and CCTV, (iv) establishing links between businesses and the local school to support projects, (v) to employ a local “ambassador” to support, educate and develop the project, (vi) increase promotion of Auchterarder activities and events, and (vii) to support lesson-learning in other towns.

5.5 Milngavie: Public WiFi and Town App
Overview

Milngavie is a commuter town outside Glasgow, located at the start of the West Highland Way. According to the Understanding Scottish Places data tool, this type of large town is a suburban or commuter locality with a prevalence of higher income and private housing. A large proportion of the population are over 45, and many are retired (USP, 2017).

The Milngavie Town Centre BID has installed free public WiFi combined with a Milngavie App. In addition, the BID makes use of a website and social media (Twitter / Facebook).

Digital Deployment and Rationale

Led by Milngavie Town Centre BID, the town looked to capitalise on its assets, boost tourism and connect the local community. As a solution, the BID decided to install free public WiFi with a built-in analytics tool. In addition, the BID decided to combine this service with a town app.

The objectives behind offering superfast free public WiFi were: increasing footfall and dwell time, attracting new customers, and engaging more to attract return visits. Meanwhile, the key objectives of capturing user data were: profiling & analysing consumer demographics, targeted marketing direct to customers, and being able to plan for busy and slow periods of business.

Supported by provider 802 WiFi, Milngavie Town Centre BID installed a free Wi-Fi service in February 2016. An Our Buzz Milngavie App was launched around the same time.

Outcomes
As reported in the *Milngavie and Bearsden Herald*, the WiFi service provides businesses, residents and visitors with free internet access. This is combined with the Our Buzz Milngavie App, which allows business owners to manage their own customer loyalty promotions, as well as providing a platform to allow them to advertise and promote specific events and offers. According to *Milngavie BID*, the platform is a source of information about everything Milngavie has to offer, including: shopping, places to eat and drink, all local businesses, special offers, local attractions, and many other things.

In a news release on its website, Milngavie BID stated of the App: “This platform will allow each of our local traders to engage directly with customers and potential customers alike, informing them of their offering in real time. Used properly, this will be a very powerful marketing tool and will enable traders to increase their business activity levels substantially”.

In its first 10 months of operation, the Our Buzz Milngavie App gained over 5,000 unique users and was used 29,000 times.

Over 30 businesses have also participated in workshops to learn how to use the WiFi service and Milngavie App platform to promote their products and services.

### 5.6 St Andrews: Town Heritage App

**Overview**

*St Andrews* is in Fife. The Understanding Scottish Places data tool describes it as an historic town with an ecclesiastical history stretching back to pre-reformation times. The University of St Andrews was founded in 1411. Today it is known as a tourist destination popular with both local and international visitors. The university characterises the town in a way that uniquely sets it apart from all other Scottish towns contained within the tool (*USP, 2017*).
In November 2014, a project based at the University of St Andrews launched the Medieval St Andrews app, which provides a case of how digital technology can be used to harness the value of a town’s heritage for both economic and social purposes.

**Digital Deployment and Rationale**

The Medieval St Andrews mobile app was developed by university staff to showcase the research and knowledge of the town. It is available on both iOS and android platforms.

The project team wanted to make St Andrews a more attractive place to visit by using their knowledge of its history. This was perhaps unique in the sense that history and computer science experts could link together different strands of knowledge not always available to other bodies, which allowed the academics to develop their own digital solution. Nonetheless, the project is also exploring collaborations outside of St Andrews.

While not part of a development strategy for the town itself, it was stated that the project team worked to ensure that the app forms part of the town’s offering, including making the app free of charge, able to run across the available digital platforms in the town, and to represent local business interests as far as possible.

The University of St Andrews is responsible for the running of the platform. The content was developed by the University of St Andrews in conjunction with many partners including the Fife Cultural Trust, Fife Council, the National Library of Scotland and Historic Environment Scotland.

The app gives information on 22 key medieval sites, the earliest map of St Andrews, and features ‘guest’ voiceovers by university alumni Joanna Lumley and Sir Sean Connery. According to the app’s website, it enables users to explore the medieval town, and access information about specific locations: including via text, images and video content. The app draws upon research being undertaken in the Institute of Scottish Historical Research, and represented an innovative collaboration between researchers in the Schools of History, Art History, Classics and Computer Science. It also makes accessible early work by the project team on images and videos of reconstructions of St Andrews Cathedral, St Andrews Castle, St Salvator’s Chapel, the Tolbooth and more (‘About’, 2017).

**Impact / Outcomes**

Medieval St Andrews has received thousands of downloads globally. This includes from countries and people who are not engaging with the content while in the town. However, it was felt that this raises St Andrews’ international profile, which can bring long term benefits, including for tourism.

Other benefits of the app include encouraging increased footfall to historic sites, and representing an innovative way to teach about the history of the town.

**Costs**
While the team had the technical expertise to design the app themselves, development of the app would have cost around £30k on a commercial basis.

Such costs could be offset by paid advertising from local businesses, however this requires design and data considerations.

Challenges

Challenges in the development of a heritage-based town app include: design expertise, cost, long-term data storage, and functionality on different devices including non-high spec devices. The team was lucky in that most people gave image rights and their time free of charge.

It was suggested that existing organisations in a sector may not fully recognise the potential benefits of a new initiative such as the app, and could be defensive over the perception that their remit was being encroached upon. However, these differences can be smoothed over and a good relationships reached.

The project team considered embedding local advertising in place on the app, but this proved difficult both due to lack of appetite from local businesses and the demands on the function of the app as a result of the extra advertising data.

Future Developments

If additional work is carried out on the app, this would be to further develop the design.

Further Issues and Advice

It was reported that better provision of free and high capacity WiFi in towns would help app developers to do this kind of work. While this team developed the app free of charge, there is a commercial incentive and it is likely people will develop these products to make money, which could diminish quality outcomes.

It was felt that this project was successful because the team had deep, high-quality knowledge of the town’s history that has credibility and is trustworthy. While it is perhaps a difficult model to roll out in other small towns, there are certainly towns in Scotland where this could be viable.

5.7 Fort William: An Independent Town Website
Overview

Fort William is the second largest settlement in the Scottish Highlands, after Inverness. It is also known as the ‘outdoor capital of the UK’ and sits at the foot of Scotland’s highest mountain, Ben Nevis. The town is described by the Understanding Scottish Places data tool as extremely mixed in terms of demographics, with a particularly wide range of people, housing and activities (USP, 2017).

The Visit Fort William website appears as the top entry for the town in the Google search engine. The website was first set up as an independent commercial project in 1997, and appears to remain as the town’s go-to website for visitors and residents. Fort William’s contemporary digital footprint highlights how early developments in the use of digital technology can affect the landscape in which future platforms are implemented and interact. The case also shows how local initiative, combined with the right skills, can make a big difference to the digital offer of a town.

Meanwhile, a potential drawback in such an approach could be a lack of coordination between wider digital services and local or national destination marketing initiatives.

Digital Deployment and Rationale

Visit Fort William (www.visitfortwilliam.co.uk) is run by Visit Fort William Ltd, a private small business. The website was first set up by Andrew McKenna in 1997 as a way to make a living, and is currently in its 4th generation.

The project was made possible due to the developer’s background in publishing, photography and printing – with most of the photographs on the website taken in-house.

The website responded to the need for an online Lochaber business directory listing, as well as to promote the local area digitally. Businesses can buy an advert or an affiliation, as Visit Fort William is the main distinct website and accommodation listing for the town and surrounding area.
**Impact / Outcomes**

When it was first launched, the website was able to put Fort William on the digital map. The early website brought tourists from Texas and California, who found out what activities could be done in Fort William ahead of deciding whether to visit. There are now many websites doing the same in Fort William and in other towns.

The owner has also developed a ‘rooms on route’ concept, which is the ability to search for accommodation in Fort William for tourists on their way to other destinations. Further, it is considered that linking into booking engines is a technology that has had a positive economic impact for the town.

**Costs**

Initially the greatest resource input was time, however the owner was able to develop the website himself which kept costs down. When the website was first set up, gathering and deploying content was a huge input of time: including photos, history, scenery, and activities. However it now only takes a few hours a week to update the content, as most content remains relevant.

Monetary costs are now proportionally more important in terms of input, e.g. the latest website upgrade cost around £4,000. Meanwhile, the use of mailchimp newsletters and social media activity would increase time requirements greatly.

Visit Fort William is also connected to a Facebook account (1,234 followers), however it has not been updated recently.

**Challenges**

Learning the necessary technical skills at the beginning i.e. how to build a website was a challenge.

It is felt that an additional challenge for the use of digital communication in towns is that many businesses still do not fully understand the marketing concept and potential of digital technology; the equivalent would be to not invest in tourist brochures. However, people are now beginning to understand the importance of the use of the internet a little more.

**Future Developments**

A new update to the website has just been launched to respond to the increased use in smartphones, and also to give a new look. It was suggested by the owner that nowadays websites have less logos and flashing symbols, and a good website is more about delivering information in a clear, concise and engaging way.

A future launch will also have an interactive map of Fort William and surrounds with location markers of customers’ hotels and restaurants, and different tourist routes. This will provide a positive impact for tourism and will help support local businesses. Another new feature is to use drones to provide new aerial photographs of the area.
Further Issues and Advice

One lesson learned was having not grasped the importance of online booking systems early enough, although there would have been significant costs in implementing this. It is felt that it is now too late to create a bespoke accommodation booking system, as many businesses are now hooked into booking.com etc. Therefore, it is better to set up a booking system which ties in to existing calendars.

5.8 Paisley: Creating a Vision of the Digital Future

In terms of our model in the previous section, Paisley is a good example of what a digital town might be, with all of the potential requirements in development. It has a transformational vision for its future, with digitally social, environmental and economic objectives clearly identified. It’s also building the right partnerships to focus on services and quality of experience linked to physical regeneration and economic development. There is a real opportunity for Renfrewshire Council to develop this local work even more quickly through a digital strategy that works with Government directorates, the wider city region and industry. Paisley will benefit by continuing to detail its digital requirements and market opportunities in terms of the place it wants to be in 2021.

An important element of Paisley’s digital vision is the Digital Participation Plan 2016, and within this, the provision of Public WiFi. The following information regarding plans for Public WiFi in Paisley and other areas has been supplied by Boston Networks, which is contracted to provide the Public WiFi service.

Renfrewshire Public Wi-Fi

Renfrewshire Council has recently awarded a Framework Agreement to Boston Networks for the supply and delivery of a Public Access Wi-Fi platform and associated services to meet the Council and framework Partners current and future requirements. The core requirement is the provision of free Public Wi-Fi in Paisley Town Centre, Johnstone and Paisley Town Halls, as well as other public buildings, and the temporary provision of Wi-Fi to support major outdoor and indoor events in and around Paisley.

The council created the framework contract with partner organisations Renfrewshire Leisure Limited, The University of the West of Scotland, West College Scotland & NHS Greater Glasgow & Clyde, to enable them to extend the coverage and availability of the Public Wi-Fi service to their respective indoor and outdoor locations within the Renfrewshire area.

Solution
Working closely with Renfrewshire Council, Boston Networks will design and deliver an industry leading, secure and fully managed wireless solution. The customised solution will provide an excellent user experience, self-registration and built in analytics to offer Renfrewshire Council an insight into usage patterns and statistics. The ubiquitous, high performing and scalable Public Wi-Fi solution will be deployed in key locations, in both internal to public use buildings and in town centres/approach routes.

**Commercial Offering**

It is an aspiration of Renfrewshire Council that any commercial providers of internet access/wifi services to hospitality related businesses (cafes, restaurants etc) within the three town centres covered by the Renfrewshire Public Access Wi-fi platform) would have the option of including access to the Renfrewshire Public Access Wi-Fi as part of their service offering, to promote a seamless town centre roaming experience for citizens.

**Regeneration & Digital Inclusion**

Renfrewshire Council is delivering a number of projects to address key strategic priorities around tackling poverty, improving digital inclusion and participation, regenerating key town centres, stimulating employment and economic growth, and supporting the creation of an entrepreneurial and social enterprise culture within communities.

Renfrewshire’s Digital Participation Plan 2016 was developed as part of the Tackling Poverty Action Plan, and this identified that a lack of affordable digital connectivity was a key barrier for those disadvantaged by low income or disability. The proposed Public Wi-Fi service is one of the key elements for removing this barrier.

**User Experience Portal**

Users will access the Public Wi-Fi service through a seamless high quality user experience portal, branded with a unique Renfrewshire Public Wi-Fi Service SSID, user friendly welcome page and a simple registration process, which can either be completed via a dedicated form or through an existing social media account.

**Advertising and Sponsorship**

The user experience portal platform will create the opportunity to allow the Council and Partners to promote and advertise local information to users of the service, in the form of push and location aware notifications and other marketing services which take advantage of connected devices. Users will have the choice to opt in or out of these information services.
Analytics

The Public Wi-Fi service software platform will generate real time user data to assist the Council and Partners with marketing and analytics. The Council and Partners will then be able to use statistics from the analytics platform to understand movement trends, usage patterns and user profiles to support the ongoing improvement and development of the service.

Scalability / Future Proof

The Public Wi-Fi service will be capable of extending into additional premise locations and outdoor areas as required in order to provide a seamless experience for End Users over an extended geographic footprint.

Support & Maintenance

As well as the provision of Public Wi-Fi, Boston Networks will monitor all elements of the Public Wi-Fi, provide an effective end user support function and will operate, manage and maintain network solution to ensure 24/7 quality of service and super-fast incident resolution.

5.9 Digital Glasgow - City Centre Wi-Fi

As part of a much wider Digital Strategy, Glasgow launched city centre wi-fi in partnership with BT in advance of the Commonwealth Games in 2014. Subsequent investments have been made in 31 Glasgow Life venues, including all key museums and galleries. This gives visitors access to wi-fi across key city centre wireless hotspots and is aimed at supporting residents, visitors and businesses alike.

The BT partnership is in place for 8 years and the wi-fi installation and service is a key element of the Digital Glasgow Strategy. Digital Glasgow is a city strategy, developed in dialogue with and focused on promoting collaboration between the public, third and private sectors. It is a partnership that pulls together expertise from business, the public sector, universities and colleges, the third sector and community organisations.

The core aims of this strategy are to: (i) create a world class digital infrastructure - essential to supporting the wider transformation of the city, attracting new businesses and jobs and supporting major regeneration projects; and (ii) to ensure Glasgow businesses and residents have the skills required to create and access the opportunities that digital infrastructure has to offer.
6. Digital Provider Case Studies

This section gives a selection of case studies from providers of digital products and technologies, who provide their experiences and perspectives of the use of digital technologies in Scottish towns to date. It was found that their feedback was a useful complement to the perspective of the town case studies in understanding current progress in the implementation and use of digital technologies in the country’s towns.

An extended list of digital providers in Scottish towns, and the types of support that they offer, is provided in Appendix 4 at the end of this document.

6.1 Gigabit Cities

With major metro footprints in 42 cities and a national long distance network, CityFibre is an example of a company helping to future-proofing the UK in a digital age by providing pure fibre connectivity to the public and private sectors, mobile operators and communication providers.

A town or city can take control and transform its digital future by attracting and facilitating a bespoke and futureproof pure fibre deployment. This investment creates a Gigabit City. Through the design and build of future-proof, pure fibre infrastructure, this can bring the benefits of unlimited bandwidth and Gigabit speed connectivity to entire communities.

Within a Gigabit City, local businesses, government, health and education sectors all have access to a state-of-the-art digital infrastructure capable of meeting their data connectivity and communication needs for decades to come. As the UK’s largest Gigabit City, Edinburgh businesses and public sector have already seen the benefits of this. The applications of ultra-fast broadband are numerous, and will only grow as we continue to embed technology in our day-to-day lives.

As mobile operators continue to upgrade their networks, Gigabit Cities move to the front of the queue due to the quality of connectivity available to power 4G and even 5G services. Ultimately a Gigabit City network has the potential to serve people in their homes too, improving connections with family and friends across the globe and enriching lives through study, work/life flexibility, and entertainment services.

Fibre Transforming Scotland’s Digital Infrastructure

CityFibre has agreed transformational Gigabit City projects in four of Scotland’s key cities – Aberdeen, Edinburgh, Glasgow and Stirling. Going forward, CityFibre has the ultimate ambition of working with every town and city in Scotland.

Aberdeen was Scotland’s first Gigabit City, made possible by a collaboration between CityFibre and Aberdeen-based Internet For Business (IFB). Construction began in March
2015 and, within 15 months, the network spanned the city centre and key commercial districts Dyce, Bridge of Don and Altens. This modern digital infrastructure now brings transformational gigabit speeds within reach of over 6,000 companies as well as hundreds of public sector sites including schools, universities, libraries, hospitals and government agency buildings across the city.

In 2015, Edinburgh became the UK’s first capital Gigabit City project, as CityFibre began construction of a 150km pure fibre network to serve both the business community and public sector. Launched off the back of a hugely successful partnership with Scottish internet service provider, Commsworld, the network has transformed Edinburgh into one of the best-connected cities on the planet. The city-wide network, which is now Britain’s largest metro-network, is dramatically accelerating the digital capabilities of businesses, local council, schools, hospitals, libraries and community centres by delivering ultra-fast, high capacity internet connectivity.

In autumn 2016 CityFibre began construction of an ultra-fast pure fibre network designed to serve the digital requirements of Glasgow. Local businesses have been the first to benefit from the Gigabit City project as CityFibre works in partnership with Scottish ISP HighNet, bringing next-generation internet connectivity within reach of over 7,000 local businesses in the city-centre including Holiday Inn Express and leading accountancy firm Robb Ferguson. The new gigabit fibre network will transform the city’s digital infrastructure, future-proofing it as the thirst for greater bandwidth continues to grow exponentially over the coming decades.

Stirling is to become Scotland’s fourth Gigabit City, thanks to a partnership between CityFibre and Stirling Council. As the fibre investment progresses, the historic city will experience substantial economic benefits, placing local SMEs on a level playing field with the likes of Edinburgh and Glasgow.

CityFibre also owns fibre assets in Paisley, Dundee, St Andrews and Ayr.

Scotland is fast becoming one of the most connected, digitally progressive countries in the world and our digital capabilities as a country need to meet the demands of this growth and innovation. This can be achieved through the clever deployment of world class fit-for purpose pure fibre infrastructure bringing the benefits of gigabit speed connectivity to every aspect of a city’s community.

6.2 Online Community Platform – Our Community Hub

Overview

Our Community Hub (OCH) is an integrated online platform that helps local communities to thrive socially, culturally and economically. It consists of a public facing website, mobile apps (both iOS and Android) and a cloud-based content management system ("CMS").
Our Community Hub creates an online space for users interested in local what's-on events, news, weather, travel information, deals, clubs, schools, places of worship, businesses, councils and other organisations. As such, it plays a key role in developing and strengthening social and cultural ties within the community, as well as supporting the sustainability of the local economy.

Every local club, school, place of worship, business, community group, council and other organisation has its own area on the platform to promote itself (and its own events and news). Each lister has 24/7 online control of its own content via the CMS and can use the platform as a direct and immediate communication channel to the smartphones, tablets and email accounts of its members, customers and others. In the age of mobile, this direct channel is key to a successful future.

As a communication tool and source of information, Our Community Hub aims to be interesting and socially relevant for residents and visitors. Consequently, this should create an engaged local audience that the business community can communicate with and market to.

The platform also facilitates local businesses acting collectively to promote the community as a destination of choice for shopping, leisure and business. In addition, it can be used to generate significant advertising revenue for reinvesting in the local community and local projects.

Our Community Hub can be used for a single town/village or for a larger area (such as a city or a county). In the latter case, each district/town/village within the larger area then has its own section within the platform to promote its particular community groups, businesses, events, news, weather, travel information, deals, etc.

**OCH View: Issues for Businesses Operating in Scotland’s Towns**

1. Online competition;

2. Out-of-town shopping centres (& the collective marketing opportunity/strength that each offers);

3. An audience that, increasingly, sources the information that it needs/wants online (an environment dominated by big business and global media);

4. Media fragmentation and the demise of local newspapers, making it very difficult to reach a local audience;

5. A lack of coordinated marketing effort amongst local businesses; and

6. A lack of clear digital strategy (particularly, mobile digital strategy) - look around you in any public place and you will see people glued to their mobile phones - increasingly, it’s where we get our information from and how we communicate with
each other - we are now firmly in the age of mobile and towns and businesses need to adapt accordingly if they are to be successful in the future.

7. Whilst public WiFi can be advantageous, there is a large element of “so what?” from the perspective of delivering social, cultural and economic benefits. It is content that is critical.

6.3 Digital Loyalty Schemes 1 – Visa / Pre-Paid Currency Card

Overview

Towns, cities and BIDs can drive local business by setting up new local currencies in the form of Visa-based gift card programmes. These programmes enable a ‘place’ to unite all their businesses behind one gift card which can then be sold as a gift for friends, family and colleagues. The cards can be redeemed at participating businesses throughout the town. As the cards can only be used within registered businesses (a restricted network) they can be used to drive money into different geographic locations or sectors.

The first such gift card programme in Scotland was launched by Perth in December 2015 by Miconex and Perth & Kinross Council, and over £25,000 of gift cards have been sold. Byres Road and Lanes BID have also recently launched a similar card.

Benefits and Costs

Gift card programmes provide understandable and measurable benefits, are easy to implement and businesses don’t need to make any changes to software or hardware in order to accept a gift card.

- Business do not need to provide any discounts or incentives - unlike ‘loyalty’.
- It doesn’t cost the businesses anything to be part of the program.
- You are not asking the businesses for any ongoing proactive involvement.
- You are asking the businesses to accept an additional form of payment.
- Business receive their money via their existing payment channels
- Businesses understand and like gift cards

The projects also have the potential to generate significant revenue for the operator. Over 10% of the value purchased remains unspent and when the cards expire (after 12 months) the leftover money belongs to the operator. Costs to implement a programme range from £7k-£30k in year one and ongoing £5-£15k. Source: Scotland’s Towns Partnership, Miconex.
6.4 Digital Loyalty Schemes 2 – Customer Reward and Business Promotion

Overview

Swipii is an all in one platform for small businesses, marketing and customer loyalty. The platform is built to help small business owners, i.e. independents / locals in high streets in town centres, hairdressers, butchers, cafes, juicebars – where customers return frequently.

Swipii cards can be used in multiple shops, accumulating points across different businesses. These points give you rewards in these businesses.

Meanwhile, with the Swipii alliance card, businesses in the community can promote each other, cross-marketing between different businesses working together. This allows small businesses to work together to compete with larger high street brands.

Swipii trains / educates shop owners in what their customer capacity is, and how much extra revenue more customers would bring – thus ensuring retailers get their money back from the scheme. Swipii can then get evidence of impact of the service and share case studies across Scotland. Swipii has a case study library – the top ten are available on its website.

Across the UK around 1,200 merchants use Swipii (January 2017), up from around 200 in May 2016. In Scotland, around 500 merchants use the scheme – and once a few companies in an area have it, word tends to spreads in a community.

Benefits and Costs

The platform aims to solve two main problems. Small independents don’t have a way of collecting customer data efficiently / quickly. Second, it is then difficult for them to follow up with customers. Swipii aids with both of these problems, encouraging customer loyalty rather clientele going to bigger chains.

Traditional loyalty schemes don’t collect customer data in this way. Swipii gives companies the latest tech, an ipad, digital app, or even a barcode / swipe card which records customers’ data. Account managers work in-office and directly with store owners providing marketing support with this customer data i.e. emailing out offers.

The service that is provided costs £59 per month, yet Swipii suggests that the return from this is far greater for merchants using the scheme.

Swipii: Issues for the Use of Digital Loyalty in Towns

Sometimes educating small business owners on the importance of digital tech / customer loyalty is a challenge when they are very busy with their day to day business. If more small retailers read on this they would understand the need for points / gamification / digital
devices / instant access in their digital offering. Some merchants are switched on – yet others are not pushing the use of such technologies. Therefore some businesses are not willing to engage with or don’t understand customer loyalty, and lack understanding on how customer behaviour is evolving.

From a consumer behaviour point of view, this is about understanding how customers act, their use of digital technology / social media / Facebook, and taking advantage of this. Facebook has a lot of features for independent businesses, including on a local level, yet merchants don’t always get this. It’s about going where people’s attention goes – Facebook and Instagram, not billboards and newspapers. Even in online newspapers, people tend to ignore the ads. The digital apps of some high street chains are great, and will capture the market if small independents don’t use social media and digital loyalty too.

6.5 Town Tourism Apps – Global Treasure Apps

Overview

Global Treasure Apps is a single app that automatically updates with clue driven trails. There are over one hundred location-based, clue driven trails around towns, visitor attractions and destinations.

The trails have audio, video, text and images – with real world rewards at the end. Local business can put in click through advertising banners in individual trails. Each trail ends in a reward – which can be collected in a local business. GTA is affiliated to Young Scot and so if young people create the trails they get Reward Points and if they complete the trails they also collect Young Scot Rewards.

Benefits and Costs

The trails in the apps aim to enhance the visitor experience to a town, increase footfall into business, and can be a revenue stream – as each trail can have a download price attached. Cross-promotion is key to the app’s success - with each venue and town advertising the app increasing footfall and revenue.

The cost is £2k for 20 questions / location based stops. These 20 questions / stops can be divided into 2 or 3 or 4 trails.

Building Digital Skills

The necessary skills to write content for the trails can be a challenge, and GTA offers a clue-setter to work with the towns. GTA also offers digital workshops whereby the company works with schools and colleges, and young people write the trails and upload them in the app as part of a school / college project.
Digital Skills workshops that result in several trails in the app created by young people cost slightly more: £2k for the app in the trail plus £1.5k for the set of workshops.

To date GTA has had partnerships with the education departments of the local authorities, visitor attractions and DMOs. More partnerships like these could be developed by towns.

Global Treasure Apps: Additional Digital Opportunities

1. Entrepreneurship – young people, towns and Destination Marketing Organisations (DMOs) can sell advertising space in the app to the local businesses. A download price can be put on individual trails which can be used to raise money for charities or local events.

2. Young People’s Engagement – the apps’ users increase with every new trail. Digital engagement is second nature to young people - so to have them write the trails gives them a sense of ownership, achievement and belonging. They are also more likely to share their work with other young people, again increasing downloads, users, footfall and revenue.

3. Better Marketing Tools – DMO’s and towns need to be savvy in digital marketing to market a digital project. The app allows for social media sharing - at the end of each trail users can share their achievement on social media channels. Having attractions, local authorities and DMOs with bigger budgets buying into the app means the bigger players market the trails and the smaller players benefit from this cross-promotion.

4. Tourism - Global Treasure Apps is a tourism app and is marketed as such to the consumer, one of the aims is to share the tourism footfall with smaller towns. The interface of the app downloads into the language of the user’s phone. The trails can be in 20 languages, including Chinese. Given the exponential rise in Chinese visitors this can have great growth potential. GTA is working with the Chinese department of Lasswade High School to create and translate trails.

Thoughts from GTA on Future Developments

GTA thinks that partnering with local education authorities and the town centres would be an interesting way forward. Involving young people in the creation of trails could lead to an educational qualification for them and a legacy for the town centres.

As the app can have advertising banners in each trail, GTA can cross promote websites and other apps. They could look at integrating the app into an information app, so that you can read the tourist information and then take an interactive location-based tour.

6.6 Social Media Platforms – Facebook and Twitter
Many towns are successfully engaging using social media platforms, mainly Facebook but to a lesser extent Twitter and others.

**Stornoway - Then and Now** is a great example of how a low cost, simple but effective social media platform can keep people connected and informed whilst at the same time offering real economic benefits and the potential for revenue generation.

**West Kilbride**, Scotland’s Craft Town is another great example where social media is used to promote events, performances and the work of the artists within this cooperative.

@paisley2021 is an excellent example of how twitter is being used to curate the journey Paisley is making towards it’s UK City of Culture Bid, by connecting its diaspora and telling a story to a much wider audience.

These platforms have the benefit of having a tried and tested infrastructure to hook into, the ability to quickly gain momentum and they are cheap to run and maintain. They also offer a much cheaper way to connect and communicate when compared with traditional media formats. Disadvantages may include the fact that they can be rigid and lack individualism.

However, given the growth trends and demographics in the social media sector, they should be at least considered as being part of a wider digital provision.
Appendix 1 - The Relevant Technologies and Tools

This is how it all works:

**Digital Infrastructure alone is not a panacea for a successful town. Without a clear plan for use that fits with local objectives and user needs its unlikely to change much. It may even constrain opportunities by locking town managers into long-term contracts for unaffordable and un-needed kit. Or may not be fit for the ambitious plans many towns have. Equally the digital needs to be matched to planning and delivery of local services. Successful use of digital therefore, needs a managed use of both digital and physical resources; on-line and off-line. Digital Towns need short-term ‘brand led service delivery’ and long-term infrastructure investment. It is about much more than broadband speeds and mobile social media. A well-resourced, closely managed strategy combining virtual resources with real world assets, meeting clear objectives, is key.**

The fundamentals of what makes a small town or city a great place to be are unlikely to change soon. Human contact still drives attachment to a place and customer loyalty to local business. Digital services, such as on-line banking, environmental management and social media, increasingly offer new ways of meeting these needs better. Mobile access for us to the services and to each other and the means to create even better services accelerates the benefits.

Connecting these services to our tablets and phones wirelessly radically transforms our lives, but is not enough. The services still need to be designed and managed well and linked to the computing power that drives digital opportunity and finally be presented in accessible ways for public use.

Technology to deliver connectivity wirelessly comes in a potentially bewildering variety. Some are readily available for local use; whilst others are subject to national licensing and market investment by third parties such as Mobile Phone Companies and other providers. The economies of scale that drive centralisation and network impact work, without intervention, against quality of local services - the economic forces that drive out of town development work in the same way.

Further challenges for public facilitation of a town’s digital environment is created by a rapidly changing market delivering ever-improving products and looking towards the next, fifth, generation of wireless delivery. Each needs to be considered firstly in terms of local objectives and resource availability together with the capabilities of existing connections to national broadband and other networks.

Future guidance will provide detailed briefings on each technology together with case studies of how towns across Scotland are using them in the digital element of town regeneration. These case studies will be developed in partnership with local practitioners and suppliers. They will showcase the how towns can use the guidance of the Public Wireless Programme in their digital regeneration. We’ll also develop an ongoing briefing on developing technologies and hold best practice events. For further information see the
As a general guide the diagram below shows the mix of available connectivity types, their data capabilities and physical ranges. Understanding how existing connectivity meets resident and visitor needs are important in planning development and daily town management. It also forms a strong foundation for commissioning and partnership development of future services.

**Satellite and Fixed Wireless**

Traditionally for use in private network and provision of wireless connectivity to the ‘core’ fibre networks these protocols are also of use in provision of fixed broadband services. Satellite is able to readily cover large area Increasing data capabilities and flexibility in network management mean they may play an increasing role in locally commissioned services.

**Mobile Phone Services - 2G to 4G**

UK mobile network operators provide data and voice services using privately licensed spectrum through mobile phones. Personal use requires contracts with individual operators. Although services and coverage improve year on year the quality is not uniform yet and can be a major obstacle to reliance for use in town delivery. That said they are however the most popular form of connecting to the Internet through use of smartphones and need to be incorporated into thinking both indoors and out.

EE, Three, O2 and Vodafone are currently rolling out 4G across Scotland. Commercial
rollout of 4G in Scotland is expected to reach 95% of Scotland’s homes and businesses (indoor coverage, which equates to outdoor coverage of around 97% of premises) by the end of 2017. O2 is obligated to meet this level of coverage by the terms of its 4G spectrum license, while the other mobile operators have publicly committed to matching it.

Last year, the Scottish Government agreed an Action Plan with the mobile operators designed to maximise commercial investment by ensuring there are no undue barriers to rollout. The Action Plan also sets out a commitment to develop options for an infill programme with the mobile industry, to help fill 4G coverage gaps. The Scottish Government will set out its proposals in Spring 2017.

**Short – Medium Range, Generally Accessible Protocols**

**WiFi** – Stands for Wireless Fidelity it is a 2 way broadcast technology specified by the international standard IEEE 802.11xx. Mainly used to provide public wireless access to the internet, but also can be used to transmit wider data types. Its key advantage is its general uptake and widespread availability in mobile phones, laptops and tablets. Users do not need mobile phone contracts to access the service if provided through a public hotspot. Successive upgrades to the standard have increased the volume and range of data projection using WiFi.

**Bluetooth and Beacons**

Bluetooth is a wireless technology for exchanging data over short distances. As well as smart phones etc it is built into a wide-range of consumer devices for wireless operation. One increasing application to customer services are the use of Beacons They communicate using Bluetooth to provide user services. These are capable of both use off-line with locally stored data or providing on-line access to tailored services. In use they interact with a pre-loaded app. When integrated with a phones personalised data include, in-store advertising and marketing, hotel check-in and room key. They have even been linked to child monitoring services. In Edinburgh’s old Town they have been used to create a local town trail.

**Low Power, Medium to Long Range, Low Bandwith**

Low Power Wide Area Network protocols including LORA, LTE-M and Zigbee use both licensed and unlicensed spectrum remotely connect objects sensors, ‘machines’ - including domestic appliances and other devices. Providing previously unimagined capabilities for remote management and ways of understanding our surroundings. These protocols are central to SMART City applications and the developing set of applications known as the Internet of Things. A broad range of protocols of varying accessibility and degree of technical capabilities their application to developing town services.

**NFC and RFID (Short-Range, Low Power Low Bandwith)**
RFID (Radio Frequency Identification) and NFC (Near Field Communication) are a set of short-range, low power communication protocols. RFID is directed to secure private network use. It is not present in mobile phones without specialist readers and therefore is in the main suited to private network use. NFC is a subset of High Frequency RFID available in most Mobile Phones. As advanced form of High Frequency RFID they enable secure communications and exchange between devices.

Uses of NFC in town services include growing use of ‘Contactless Payments’ and mobile wallets, mobile ticketing and loyalty promotion. RFID applications include asset tracking and stock monitoring and are suitable for use in consented town footfall and flow monitoring and event management such as providing premium services.

Appendix 2 – Digital Audit Process

Very often BIDS or Town Centre Managers have made digital investments without fully considering costs and benefits, or exploring what digital infrastructure is already in place which may be complimentary.

Asking the questions below will provide a clearer vision and might even identify the potential for collaboration and partnership.

The Audit Process

1. What is the vision for your town?

2. Do you have a Digital strategy?

3. What is your concept of a digital strategy?

4. Do you have partners’ support, BID, Council, Community etc?
5. How will you use digital analytics?

6. How will the Digital strategy support your town’s ambitions?

7. Have you a budget to implement the Digital strategy?

8. Have you explored existing infrastructure and provision (eg Bus, Rail, Council, Museum, University, Cloud, Social Media, Apps, Websites etc)?

Appendix 3 - Digital Skills Provision

Whilst there are no specific programmes directed to Town Centre Managers, we have included some more generic provision that could be beneficial, including courses run in local libraries, through Business Gateway and local colleges.

Business Gateway Digital Boost - Digital Boost Programme

College - Scottish FE Colleges

SCVO - Third Sector Digital Skills Support

Free Courses in Scotland - Free Digital Training

Future Learn - Various University Digital On line

Scotland’s Towns Partnership - Digital Towns Workshops

Scottish Enterprise – Events and Workshops

Scottish Libraries - Libraries Training and Events
(Local libraries often run digital skills classes so always check – Library)

Skills Development Scotland - Individual Learning Account
[See below for more support from SDS]
There are numerous free and charged Digital Skills training products that are available through a quick Google search. Caveat Emptor.

Skills Development Scotland

There are a range of funding and support services available from SDS and its partners:
• Support in taking on a Modern Apprentice
• Free business consultancy through Skills for Growth
• The Low Carbon Skills Fund
• Partnership Action for Continuing Employment (PACE)

Our Skillforce provides employers with engaging information and advice on skills planning and clear signposting on how to find support.

In terms of supporting businesses with staff there are four digital technology Modern Apprenticeship frameworks – IT Professional, Data, Information Security and Digital Application Specialist. You can read more about this here.
Appendix 4 - Digital Providers

This section contains an alpha listing of providers of digital services and technology solutions in towns. It is an open directory, inclusion is to provide ease of contact and is not to be seen as a formal endorsement. It also highlights the fact that when you add the diversity of different organisations and providers together, there is already a lot of digital provision and connectivity in place in Scotland. The challenge therefore is to identify strategic gaps and do some joining up in the provision of digital infrastructure and technologies, as well for each town to explore the most appropriate digital strategy for its needs and aspirations.

802 Works / Event WiFi

802 Works have successfully delivered a number of wi-fi programmes, including superfast broadband over wi-fi. For more detail contact Felix Gibson: felix.gibson@802works.co.uk
www.802eventwifi.co.uk

Abellio Scotrail

Abellio-Scotrail provide free wi-fi on 18 major routes and also at 52 stations, many of which are in towns. WiFi availability from Abellio - Scotrail

Boston Networks

Boston Networks specialises in the design, installation and support of high-performance Intelligent Building Systems, Fixed and Wireless Networks,
and Fire and Security Solutions.

As a vendor agnostic networking and integrated fire & security systems specialist they offer the latest technologies to deliver multi-site, multi-service infrastructures to drive businesses and connect people, places and a growing multitude of devices. Their solutions are helping business and the public sector improve their performance, maximise budgets, secure their assets and deliver the multiple benefits of technology to their employees, stakeholders and buildings. [http://www.bostonnetworks.co.uk/](http://www.bostonnetworks.co.uk/).

**BT Networks**

BT is one of the world’s leading communications services companies. BT has a vision for a Connected Society: to help improve society globally through the power of digital connections.

As well as providing access to communities throughout Scotland, BT want to help people gain the skills and confidence they need to get online. BT is supporting Scottish towns and communities via its Connected Society programme and offers free community websites. [https://www.btck.co.uk/main/wizard.aspx](https://www.btck.co.uk/main/wizard.aspx).

**Caledonian MacBrayne**

CalMac has installed wifi on all its vessels and at all ports, harbours, slipways and offices across its network, from Stornoway in the north to Campbeltown and the Isle of Arran in the south - across a network of some 200 miles in length at 53 locations in total. The CalMac wifi at ports has good reach, which can be of benefit to immediately surrounding areas. This wifi provision is helpful to customers, whether it be the business passenger who wishes to continue work on board or the leisure visitor wanting to post real-time social media updates. The company’s digital assistance to customers also extends to continuous multi-channel updates about operations, with Twitter, the website and a service updates app, giving people access to the most recent information about their journey status. [www.calmac.co.uk](http://www.calmac.co.uk)

**CGI in Scotland**

ICT services company CGI has been delivering and investing in the Scottish public sector for over 25 years and has maintained close working relationships with the organisations responsible for ensuring the future of Scotland’s economic growth.

CGI understands that Scotland will truly flourish by working to bridge the digital skills gap
and embracing the capability of small medium enterprises. The company is committed to working closely with local SMEs in many of its projects and to developing the skills of workers by backing initiatives such as the modern apprenticeship with Skills Development Scotland.

**City Fibre**

City Fibre is the leading UK business for installation of pure fibre networks – networks are being developed or planned in Glasgow, Edinburgh, Paisley, Stirling and Aberdeen. [City Fibre](#)

**Digital Tourism Scotland**

Digital Tourism Scotland (DTS) delivers a range of services to help your tourism business make the most of new digital opportunities. It helps you find, engage with and attract new visitors to your business. Digital Tourism Scotland is a partnership of Business Gateway, Scottish Government, Highlands and Islands Enterprise, Scottish Enterprise, Scottish Tourism Alliance, Skills Development Scotland, and VisitScotland. [Read more](#).

**Global Treasure Apps**

Global Treasure Apps is a single app that automatically updates with clue driven trails. There are over one hundred location based, clue driven trails around towns, visitor attractions and destinations. The trails have audio, video, text and images – with real world rewards at the end. Local business can put in click through advertising banners in individual trails. Each trail ends in a reward – which can be collected in a local business.

**Historic Environment Scotland**

HES’ digital offering is currently via its corporate website and specifically the Places to Visit area in the context of tourism. HES also have visitor focussed websites for Edinburgh and Stirling Castles. These integrate with their online ticketing platform for individual site sales. HES also has a visitor app with detail on its 77 staffed sites and suggestions for different themed trails and other content. The app makes use of HES’ social media channels to communicate relevant stories and information relating to its sites.
First Buses and Stagecoach (and other local services)

First and Stagecoach both provide on-board bus wifi to keep you connected and often at key stations. [Stagecoach Free wi-fi](http://www.stagecoach.co.uk/).

Miconex

Miconex are working with towns, cities and BIDs across the UK to create unique gift card and loyalty programmes. To find out more about how this Visa-based infrastructure works just email: colin@mi-cnxt.com. [http://www.mi-cnxt.com](http://www.mi-cnxt.com/).

Museums & Galleries Scotland

Museums, Galleries & Scottish Library & Information Council

Many museums, galleries and libraries in Scotland have WiFi availability for visitors and users.

Our Buzz Apps & Platform

Our Buzz is a hub for the local community, a source of visitor/tourist, and a collective and individual marketing platform. The platform is made up of (a) an Apple approved App which runs on iPhones and iPads - this version of the App is available for download from the App Store; (b) a Google approved App which runs on Android devices - this version of the App is available for download from Google Play; (c) a mobile-enabled website that can be viewed on all smartphones, tablets and desktops; and (d) a Contennt Manager website. Our Buzz platforms currently exist for Bearsden, Glasgow West End, Milngavie and the West Highland Way. [http://www.ourbuzz.co.uk](http://www.ourbuzz.co.uk/).

Our Community Hub

Our Community Hub is an integrated online platform that helps local communities to thrive socially, culturally and economically. It consists of a public facing website, mobile apps (both iOS and Android) and a cloud-based content management system (“CMS”).

Our Community Hub can be used for a single town/village or for a larger area (such as a city or a county). In the latter case, each district/town/village within the larger area then has its own section within the platform to promote its particular community groups, businesses, events, news, weather, travel information, deals etc.

Rapier Systems
Rapier have successfully delivered a number of wi-fi installations and aftercare support in large towns and also across Highlands and Islands. For more detail contact Richard Watson: richardw@rapiersystems.com, http://rapiersystems.com/.

Real Towns

Real Towns offers a complete digital package for your town. This includes town WiFi, 360 degree panoramic photography, mobile apps, digital health check, town websites and digital skills training. http://www.realtowns.co.uk/.

Scottish Business Resilience Centre

The SBRC include a variety of free and commercial cyber security services on their website including:

Cyber Services, including assessment of website security and social media resilience: https://www.sbrcentre.co.uk/services/cyber-services/

Factsheets on how to securely use wifi, social media, and LinkedIn etc: https://www.sbrcentre.co.uk/resources/

Shopping Centres and Supermarkets – wi-fi

Most Shopping Centres and the larger supermarkets now offer customer wi-fi – on the basis that it will create added footfall, increased loyalty and dwell time. Normally users need to navigate and register on a landing or ‘splash’ page. It is usually a reliable service but users may be asked to give more detail or put up with push offers and having their personal profile stored and sold on to marketeers.

Social Media – Facebook, Twitter & Instagram

Many towns are successfully engaging using social media platforms, particularly Facebook but also to a lesser extent Twitter, Instagram and others.

Strathclyde Partnership for Transport

SPT offer free Cloud based wi-fi at all 15 of their stations. SPT Free Wi-Fi

Sustrans
Sustrans provides an online map of the National Cycle Network, detailing cycle and walking routes, with information about the type of route and what to see and do nearby.

Sustrans also has a wealth of Scotland-specific content on its website: http://www.sustrans.org.uk/ncn/map/walking-and-cycling-inspiration/best-regional-routes/best-routes-scotland and works hard to ensure that its digital content provides information that will be useful to its audience and can be accessed on different platforms and browsers.

Swipii

Swipii is an all in one platform for small businesses, marketing and customer loyalty. The platform is built to help small business owners, i.e. independents / locals in high streets in town centres, where customers return frequently. It helps businesses in two ways: collecting customer data efficiently and quickly, and then following up with customers.

Visit Scotland

For Tourism Towns and businesses or destinations, heritage sites, food and drink outlets – any business linked to Tourism - The Spirit of Scotland campaign is still running globally and businesses, destinations and events can all still tap into this platform - Spirit. Visit Scotland also has its free web listing - Visit - and last year more than 20 million visitors used this website to find out about accommodation, food and drink, activities, festivals and events. It’s a fantastic and cost effective way to promote your towns and businesses, both nationally and globally.

Virgin Media Business

From business broadband and phone lines to enterprise-grade technology and professional services, Virgin Media Business partners with businesses and other organisations to design, build and deliver the way data (and voice) flow in and out of businesses. http://www.virginmediabusiness.co.uk/

Wi-Fi Hotspots

Scotland now has thousands of wi-fi hotspots in town centres. This robust platform can be a helpful addition where traditional infrastructure might prove challenging. The downside
is cost which reduces based on time / data bundle purchased, and it is often free to the providers’ customers.

BT, Sky, O2, Virgin, The Cloud and others are also now using their business and residential hub and digital infrastructure to create thousands of town centre hotspots which are normally free for their customers across Scotland

Note of Thanks

Many organisations and individuals contributed information and feedback as part of creating this document. Below, we give thanks to each of them. Scotland’s Towns Partnership is responsible for the content in this document.

802 Event WiFi
Abellio Scotrail
Boston Networks
British Telecommunications
Caledonian MacBrayne
City Fibre
Digital Scotland’s Public Wireless Programme
Embrace Elgin
Global Treasure Apps
Historic Environment Scotland
I Love Clarkston BID
Miconex
Museums & Galleries Scotland
Perth and Kinross Council
Scottish Government
Skills Development Scotland
SURF – Scotland’s Regeneration Forum
Sustrans
Swipii
Medieval St Andrews App
Virgin Media Business
Visit Fort William Ltd