The Places We Go: Community Toilet Schemes in London

Guidance based on the experiences of those who run schemes

A project by the Helen Hamlyn Centre for Design, Royal College of Art and Age UK London.



Access to toilets affects how we commute, the jobs we can do, our transport choices, leisure activities and if we can meet other people.

Increasing the number of toilets we can use helps us to access high streets, transport modes, social activities and work. This is particularly important for older Londoners and those with health conditions.

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Introduction

John McGeachy, Campaigns Manager, Age UK London

As a public good, the provision of toilets for people when they are out and about cannot be underestimated.

It is a provision that is vital if we want to make our communities welcoming for everyone. For many people, it is no exaggeration to say this is a quality-of-life issue. Good provision is about inclusion, public health, supporting businesses and town centres, caring for our environment and much more.

This guidance on Community Toilet Schemes is needed more than ever. It comes after we have witnessed decades of declining public toilet numbers, and we are approaching two decades since the publication of the last guidance on Community Toilet Schemes.

My hope for this guidance is that it is read by as many people as possible, and particularly those working for local authorities and others involved in their communities. Whilst campaigning in this area for several years, I have met so many council officers that really care about improving toilet provision for their communities, and one of the many important things about this guidance, is that it is based on the views and experiences of local authority staff. When it comes to public toilet provision there is a growing will to change things for the better and I believe **The Places We Go** can play its part.

Severe financial pressures and other challenges mean that improving public toilet provision is not easy, but even in difficult times, it can and is being done.

Community Toilet Schemes can make a big difference for communities. Schemes are not a total solution and should be part of a strategic approach that recognises the importance of listening to people, improving signage and

information about the location of toilets and working well with businesses. More broadly, there needs to be more support from central government.

I have heard it said that setting up a Community Toilet Scheme is too difficult. The challenges are real, but there is plenty of evidence that these schemes can work and do make a significant difference for people that live locally, or either visit or work in certain areas. I have also heard it said that schemes only work in certain places. I do not believe that is true and there are good schemes running in very different parts of London.

This guidance is based on experiences from local authorities in London, but the key principles are relevant to areas across the country, and I hope it can support local authorities everywhere.

Through my work at Age UK London, where we have campaigned on public toilet provision for many years and set up the London Loo Alliance in 2024, I have worked with lots of brilliant local campaigners, including those calling for Community Toilet Schemes. I hope they also find this document useful.

Most of all, I would like to thank the Public Toilet Research Unit at the Helen Hamlyn Centre of Design for this important work, which is the latest in the Unit’s many years of innovative research on public toilets.

Public Toilets and The Places We Go

Designing Toilet Policy with London's Local Authorities

Public Toilets in London

London's toilets are provided by a huge range of organisations: borough councils, the Royal Parks, TfL, Network Rail, shopping centres, supermarkets and department stores, museums and galleries, coffee chains, fast food restaurants, petrol stations and garden centres, hotels and tourist attractions.

All these and others contribute officially and unofficially to the capital's toilet provision, a service that must meet the needs of 9 million Londoners, 22 million international tourists[1] plus domestic visitors, every year.

Such fractured provision has many challenges. Victorian sewerage struggles with the demands of an international city; Victorian buildings are not accessible to many. The costs of cleaning staff and maintenance work pose significant challenges for a discretionary service, further threatened by anti-social and criminal activity. Provision is not inclusive of age, ability, culture, faith or gender. There is no common signage to find facilities.

London’s public toilet problem is particularly acute on its high streets.

- 70% of older Londoners identified toilets in their high streets as inadequate.[2]

[1] Euromonitor, 2025. Euromonitor International unveils world’s top 100 destinations for 2025. Euromonitor International. Accessed 14 July 2026

[2] Age UK London, 2022. Public toilets in London: the views of older Londoners [pdf] Accessed 14 July 2026

- 57% of older Londoners agreed that, in the last month, being unable to find a public toilet has forced them to come home early or change their plans.[3]
- On high streets with no publicly accessible toilet,[4] nearly two thirds of Londoners restrict their time there or avoided it completely.[5]

[3] Age UK London, 2025. *Lifting the Lid - Looking for a better understanding of local authorities and public toilet provision in London* [pdf] Accessed 14 July 2026

[4] we define a publicly accessible toilet as one open to anyone without needing to ask permission or be a customer. This includes traditional public toilets.

[5] Greater London Authority 2022. Your views on improving public toilets in London. Talk London. Accessed 14 July 2026

The Places We Go

The Places We Go is a Royal College of Art (RCA) project in partnership with Age UK London, funded by the RCA's AHRC Impact Acceleration Account.

The Places We Go project informs, captures and exchanges knowledge on how London's boroughs provide publicly accessible toilets, in particular Community Toilet Schemes, where participating businesses allow non-customers to use their toilets.

Through workshops and interviews with council officers and others, ***The Places We Go*** has produced this guidance on Community Toilet Schemes, the first since 2008. The project ran from August 2025 to January 2026, with findings made publicly available and shared with local, regional and national governments.

Helen Hamlyn Centre for Design, Royal College of Art

The Places We Go is a project by the Helen Hamlyn Centre for Design (HHCD), a research centre into inclusive design at the RCA. Since 2009, HHCD has conducted research into the inclusive design of public toilets, and, in 2020, formed the Public Toilets Research Unit. HHCD's work includes mapping publicly available toilet provision through the website and open dataset, The Toilet Map (toiletmap.org.uk). During the pandemic, HHCD also tracked council justifications for toilet closures and who this impacted,[6] as well as publishing post-pandemic design guidance (Funder: RCA, 2021)[7].

Engaged, Designing London's Recovery

These past projects led to *Engaged*, a project funded by the post-pandemic Designing London's Recovery programme Funder: Mayor of London / LEAP;

[6] Bichard, J. and Ramster, G., 2021. A Mighty Inconvenience: Access to Toilet Provision through the COVID 19 Pandemic. *Built Environment*, 47(3). pp 402-416.

[7] Nazerali, I., Ramster, G. and Bichard, J. 2021 Designing Inclusive Public Toilets after Covid-19: An update to inclusive design guidance. [pdf]. Royal College of Art. Accessed 14 July 2026

RCA 2022-23) which focused on high street recovery. *Engaged* explored a new high street model for toilets where empty premises might become part-public toilet, part commercial or community-space.[8] This captured fresh insights into opportunities and barriers facing publicly accessible toilet provision across high streets and town centres. The project also touched on alternative high street models, to enable more publicly accessible toilets in urban regeneration.[9]

Engaged extended and solidified HHCD's toilet research within London, with participation in events with the Greater London Authority, Age UK London, the London Society, London Councils and at placemaking conferences. In 2024, HHCD became a founding member of the London Loo Alliance.

[8] Ramster, G., Bichard, J.-A., Dowd, M., Knight, I., Traina, R. and Mucciola, M. (2023) *Engaged: A toilet on every high street. An alternative model for high street provision. Final Report.* London: Royal College of Art. Accessed 14 July 2026

[9] Bichard, J.-A. and Ramster, G. (2025) 'Rethinking public toilet provision', in *Designing Inclusive Public Toilets: Wee the People*. London: Bloomsbury Publishing, ch. 10.

Community Toilet Schemes in London

What is a Community Toilet Scheme?

A Community Toilet Scheme (or Comfort Scheme in Scotland) is where a participating business or organisation permits the public to use their toilet without making a payment or a purchase.

Schemes are most often organised and managed by the local authority, though business improvement districts have also initiated schemes. Councils may pay a stipend to businesses for their participation and provide signage and online information to publicise the scheme. Schemes may be limited to a high street, to town centres, or operate council wide.

Whilst the backbone of a scheme is the agreement with privately-run organisations to provide wider access to their toilets, Community Toilet Schemes include many types of participants. A council's own public buildings, such as the town hall, libraries or leisure centres, can often give public access to the toilets. Larger publicly-accessible spaces such as shopping centres, service stations and train stations may also be open to the wider public. A Community Toilet Scheme formalises this arrangement, bringing information on local toilets into one place, for wider public good.

Other spaces broadly considered as possible Community Toilet Scheme partners include department stores, supermarkets, cafes, pubs and restaurants, museums and galleries, community centres, universities, GP surgeries, places of worship, hospitals and petrol stations.

Community Toilet Schemes in London

The first scheme is widely cited as beginning in the London Borough of Richmond-upon-Thames, in 2004. By 2014, RCA research found 64 schemes in the UK. No data is kept on how many there are today, however the number of schemes continues to grow, including in London.

In 2025, Age UK London research found 13 schemes within the 33 London local authorities, with two more councils developing or considering a scheme. Four of these schemes, in Richmond-upon-Thames, City of London, Lewisham and Tower Hamlets, have over 50 participating venues.

London's Geography

The Places We Go aims to share information between London's borough councils, however many of the findings are also relevant in the rest of the UK.

London has 200+ town centres, 600+ high streets, 3000 public parks, the demands of global tourism, and sprawling leafy suburbs.

There are schemes in both inner and outer London, from the historic square mile of the City to the leafy boroughs of Waltham Forest and Bromley. Schemes are used by residents, visitors, and tourists. Whilst London lacks sea, sand and snow, there will still be parallels between one of the London Community Toilet Schemes and communities across the country.

Get in touch: London's councils also wish to learn from the experiences of other Community Toilet Schemes across the UK. Please get in touch with the RCA research team, if you wish to share your experiences or need help connecting with a London Community Toilet Scheme's council officer.

Contacts details are provided at the end of this document.

Previous Guidance

UK and regional resources on Community Toilet Schemes and Toilet Strategies

Improving Public Access to Toilets: Guidance on Community Toilet Schemes and SatLav

Department of Communities and Local Government, 2008.

Improving Public Access to Toilets: Guidance on Community Toilet Schemes and Satlav is a step-by-step guide to creating a community toilet scheme was based on the case study of the London Borough of Richmond-upon-Thames. The detailed guidance covered the background, impact and lessons learnt from Richmond's scheme, including example contracts with participants. It broke down Community Toilet Schemes into six steps, with actions and tips for each:

- Conduct a feasibility study
- Acquire corporate support for the scheme
- Recruiting partners to join the scheme
- Publicising the scheme
- Operating the scheme
- Monitoring & evaluating the scheme

Whilst the guidance remains thorough and relevant, other councils have developed schemes in the intervening years, showcasing sometimes significantly different models, for slightly different demographics, localities and councils. Richmond also has also evolved their pioneering scheme for nearly twenty years.

On this basis, one of the aims of The Places We Go was to bring together knowledge to produce updated guidance, minimising the risk of officers reinventing schemes or missing opportunities to learn and improve from each other.

The Toilet Paper: The London Assembly Health Committee's three principles for improving public toilets in London.

London Assembly Health Committee, 2021.

2021 report from the London Health Committee, The Toilet Paper: The London Health Committee's three principles for improving public toilets in London lists the following recommendation.

Recommendation 2: The Mayor and London Councils should provide an opportunity for local authorities to share best practice on their community toilet schemes, including how to run them successfully and how to ensure information and directions about such schemes are clear, consistent and accessible.

The Provision of Toilets in Wales: Local Toilets Strategies. (Statutory Guidance)

Welsh Government, 2018

Since 2017, councils in Wales have had a statutory duty to develop toilet strategies. Within this, Community Toilet Schemes, along with other initiatives, are encouraged to supplement traditional public toilet provision, ensuring a network of publicly accessible toilets.

This guidance document The Provision of Toilets in Wales: Local Toilets Strategies includes extensive advice and creative approaches to develop toilet provision and a local toilet strategy. Some London boroughs have already developed toilet strategies following the example of Welsh councils.

Methodology

The data gathering for The Places We Go took place in 2025–2026. The main activity was an in-person workshop, with further information gathered through interviews with campaigners and desk research.

Workshop

The Places We Go workshop was held in October 2025 at the RCA Helen Hamlyn Centre for Design in Battersea, London.

The workshop invited council officers and others involved in the planning and management of Community Toilet Schemes to share their experiences. Councils considering schemes also came to air concerns and learn what works. Participant contributions have been anonymised.

Age UK London's report, *Lifting the Lid: Looking for a better understanding of local authorities and public toilet provision in London*[10] identified thirteen London councils running Community Toilet Schemes.

These were the London Boroughs of (in Outer London) Barnet, Bromley, Ealing, Enfield, Newham, Waltham Forest and Richmond-upon-Thames; and (in Inner London) Camden, Hammersmith & Fulham, Lambeth, Lewisham, Tower Hamlets and the City of London.

We invited these councils to share, compare and learn each other's approaches. Contact was made through the Helen Hamlyn Centre for Design and Age UK London's existing connections. When these were exhausted or not present, other routes included LinkedIn searches, enquiries via the council website, or via local councillors.

Responses were received from eight councils currently running schemes, with nine representatives attending from six boroughs.

[10] Age UK London, 2025. *Lifting the Lid - Looking for a better understanding of local authorities and public toilet provision in London* [pdf] Accessed 14 July 2026

We also invited council officers or relevant third parties in the process of initiating a community toilet scheme or toilet strategy. This helped them to learn first-hand from other councils' experiences. They also shared the impetus, concerns or challenges councils currently experience when establishing new toilet policies. Seven representatives from a further four boroughs attended in this capacity.

Final attendance: sixteen participants (11 council officers, 5 other) from ten London boroughs.

This three-hour workshop consisted of small group discussions on four topics related to Community Toilet Schemes, facilitated by RCA and Age UK London representatives. Each discussion lasted half an hour before participants moved to the next topic. The groups were mixed each ‘round’ to maximise opportunities for participants to meet and learn from each other, whilst ensuring there was always a participant with Community Toilet Scheme experience in each discussion. Representatives from the same council or scheme were also separated to maximise knowledge exchange.

The four discussion topics – Setting up the Scheme, Designing & Running the Scheme, Monitoring & Evaluation, and Communicating the Scheme – were based on the six steps in DCLG's 2008 guidance, with some consolidation. They form the structure for the next section: The Places We Go: Guidance for Community Toilet Schemes.

Further research

The Places We Go ‘What about?’ sections of this guidance are based on: a group interview with local campaigners from four boroughs, supported by Age UK London (November 2025); and desk research into 1) planning, 2) leases & rates, and 3) toilet strategies, carried out by the RCA Helen Hamlyn Centre for Design in 2026.

The Places We Go: Guidance for Community Toilet Schemes

1. Setting up the Scheme

Including feasibility studies, internal structures and support, and toilet strategies

2. Designing & Running the Scheme

Including operations and partner recruitment

3. Monitoring & Evaluating the Scheme

Partner and public satisfaction, cleaning, maintenance and inclusive toilet provision.

4. Communicating the Scheme

Publicising the scheme, online and offline communications, and ongoing signage & wayfinding.

1. Setting up a Scheme

What are the first steps of creating a Community Toilet Scheme (CTS), from the initial impetus to the financial realities and internal governance required to make it work?

Why start a scheme?

Community Toilet Schemes have been born both from both public pressure and as council initiatives, to address local problems and improve the area.

In a few boroughs, local campaigns have received councillor attention, who has then elevated the idea to committee-level, unlocking budgets. This directive then cascades down to departmental actions, resulting in either a CTS or a Local Toilet Strategy.

One campaign group even initiated their own CTS with the ambition to create 'London's most accessible high street'. In another council, a councillor was inspired by press reports around Richmond-upon-Thames' scheme and the subsequent 2008 guidance.

Some councils began schemes in response to environmental problems like street urination, or social challenges like social isolation or to support specific groups such as people with medical or physical needs. Without a network of local public toilets, people can be trapped at home or confined to a limited number of familiar destinations. This is especially true for those with a frequent or urgent need for the toilet: a lack of toilet access impacts people's quality of life.

Public or community toilets?

But both inner (including central) and outer London boroughs run successful CTS, especially where 'anchor' businesses like department stores are fewer. A few London CTS have operated for 10-20 years, or even longer. These operate borough-wide, particularly covering high streets and town centres

but also more remote locations. They have steadily grown to 50-100 participants, with partners replaced if businesses close down.

However, CTS are not intended to replace public toilets; they are supplementary provision, in suitable neighbourhoods.

Central London will always need public toilets, though large businesses (department stores, fast food restaurants) shoulder a lot of demand. There will also always be a need for showers, especially for rough sleepers. By ensuring public toilets offer free access to both toilets and showers, people are provided with a critical component of health and dignity.

However, some councils have already closed their public toilets. Running public toilets is very expensive, from utilities to maintenance, and growing staff costs for cleaning. Local businesses are sometimes interested in supporting a public toilet threatened with closure, recognising the value toilets bring to the high street – until they learn the full expense.

A CTS may be seen by the council as the quickest, cheapest intervention, but it is not an equivalent in every location. In some settings, it can ease the strain if public toilets have already closed. On the other hand, an established CTS might inadvertently make it easier to close traditional toilets down the line, if looked at purely financially.

One concern was that formalising toilet access through a CTS might inadvertently exclude rough sleepers who were already using the business' facilities informally, by making them feel more 'watched'. Access must be explicitly protected to ensure they are not turned away. Without training, monitoring and signposting, a Community Toilet Scheme could introduce conscious or unconscious bias as to who has access to toilets, either through staff gatekeeping, or through the public not feeling they belong in some participant premises.

Round-the-clock provision

The night-time economy is a significant driver for 24-hour toilet provision. Data from the London at Night survey (Greater London Authority, 2024) indicates that 22% of the public and 16% of night-shift workers view more 24-hour toilets as a top priority for improving their experience of the city

However, a CTS is unlikely to provide a 24-hour solution. Most shops and cafés close around 5pm. Night-time street urination is a behaviour problem as well as one of access. Campaigns such as Brixton's Business Improvement District's ‘Go before you go’ messaging around late-night venues is a complimentary approach that aims to install civic behaviour and local area pride.

Early morning partners are also a limited commodity – supermarkets, shopping centres, stations and some cafés can help here.

In parks, many park cafés successfully manage public toilets, however café hours are more limited than sunrise-to-sunset park opening times. Finding or creating toilets that can open early and extend into the evening will help walkers and runners, supporting healthy lives and active travel.

Public Toilet Strategies

In recent years, some London councils have developed and published local toilet strategies in which a CTS may play a part.

The initiative to create a strategy varies from council to council. Some were initiated by Cleansing/Public Realm teams before moving to Public Health, coordinating for wider input, for example from the Parks department. Others were born from residents lobbying their London borough, having learnt of local toilet strategies from Wales.

Once a council is committed at the executive level, the council can back the idea financially. This high-level support is key for a strategic approach with cross-departmental benefits, for public health, waste management, local economies and community well-being.

Successful strategies might require a steering group involving both internal and external partners: planning, NHS, and local health groups.

Welsh local toilet strategies (e.g., Cardiff, Monmouthshire) are publicly available, providing examples of how to demonstrate intent and benefits for local geographies, even with limited budgets.

One London council stated they already have a long-standing strategy, but they have recently made it public, following public criticism that 'nothing is being done.'

External partners and staff turnover can make it difficult to maintain institutional buy-in. The process is also slow – it took one council two years from campaigner lobbying and the agreement to develop a strategy before a draft could be shared.

Financial Challenges

A CTS, which often (but not always) pays a stipend to participating businesses, is much less expensive than council-maintained toilets.

Even so, there could be other ways to help businesses save costs. One campaign group proposed using council-contracted cleaners as a roaming service to clean the toilets within the scheme. While the contractor could absorb the hours, the diversity of private business toilets for both cleaning and maintenance compared to standard street units made this unmanageable.

Governance: Who is responsible?

Fewer than half of London councils were able to say if they had a specific officer (or team) responsible for public toilets (Age UK London, 2025). For the most part, those identified sat within Environment or Waste.

A Community Toilet Scheme might sit in any number of departments. Participants hailed from diverse teams: Local Economy, Property, Environmental Services, Waste & Cleaning, and Research. There was debate over where a CTS belongs – street cleaning teams typically look after public toilets, but building the scheme can fall within local economy or town centre/high street teams who have the relationship-building skills with local businesses. Finding partners often means pitching door-to-door.

Many other departments – parks, libraries, leisure centres – might manage toilets without considering the role they play within a network of council-owned publicly accessible facilities

Departments can share information and work together to develop a scheme, either through a working group, or by sharing plans internally to gather wider feedback, through an internal comms survey or similar channels.

The scheme then needs to be nurtured, by building relationships, promoting the scheme and through monitoring and evaluation. If not, it can dissolve into informal agreements and outdated legacy signage. One scheme, paused during the pandemic, subsequently lost its internal champion, followed by its budget, though the signs remain.

One council has successfully contracted their CTS operation to a Community Interest Company (CIC) for several years; the CIC employee dedicates 2-days-a-week to the scheme. They report quarterly against changing council priorities (e.g. borough-wide coverage; extended opening hours; mix of buildings; promotion). Another council tendered the scheme management to a consultancy who also provide local business support and training.

One borough proposed transforming a volunteer-run local CTS into a consultancy model to help other wards set up their own schemes, however volunteer motivations must be considered. A hyperlocal volunteer-initiated scheme could be acknowledged, appreciated and built on, for the council to replicate or scale.

2. Designing & Running a Scheme

To design a scheme, we need to know who needs toilets and where. The work then comes in finding the partners, and the right partner offer.

Strategic Planning & Mapping

Before recruiting businesses, map the current landscape to ensure the scheme focuses on the gaps in provision.

Start by mapping toilets currently under council control, such as public buildings, town halls, libraries, and sports centres, excluding those where toilets are located behind gates or ticket barriers.

Identify where facilities are needed most, such as high footfall areas (high streets, town centres), transport interchanges, or areas with no existing facilities. In busy areas, signing up a minimum number of businesses before launching will help to ease partner concerns.

Consider the justifications for starting a scheme. Toilets benefit everyone, but does the scheme seek to address a specific problem e.g. late-night facilities to combat street urination, or toilets suitable for people managing medical needs? Even where public or community toilets exist, there may be gaps in provision for specific groups, such as the need for Changing Places, baby-changing or accessible toilets.

Incentives and Funding Models

While financial incentives are common, they are not the only way to secure participation. London’s councils have adopted both stipend-based models and community-focused approaches.

Financial Stipends

Many schemes offer a stipend to participating businesses. Amounts vary from £250 per year to £750 or more. Some vary payments depending on the type of provision e.g. more for accessible toilets, or for high-priority locations.

Paying stipends limits the number of participating businesses, forcing councils to be more strategic. If budgets are capped, the stipend available per business may decrease as the scheme grows, or payments may be withdrawn altogether. Schemes have survived the first scenario; the stipend was already nominal, with participants motivated by collective civic duty. The second scenario undermined the established council-participant contract and how 'valued' the business is in the council's eyes.

Payments require a contract to be put in place, to ensure both sides uphold the arrangement. This formalises participation. It is also another barrier and increases officer time spent on administering payments and for compliance.

Finally, incentivising businesses through stipends places the scheme at risk if council budgets are withdrawn – whereas if no money is paid, there isn’t a budget to cut.

Non-Financial Incentives

Some schemes have been set up without a financial offer to businesses. These leverage community spirit, such as supporting people with continence conditions to access the local area and local economy.

One council sought other local businesses like accountants or print services who could offer local discounts to businesses participating in the CTS. Heavy discounts on locally bought cleaning products was another offer. This keeps trade local, builds relationships between businesses, and helps businesses without a toilet show support for the CTS, from which they also benefit.

Business Improvement Districts or Community Interest Companies might be contracted by a council or even initiate a scheme. They also help promote

schemes and help develop new incentives that support these participating businesses, ultimately helping people shop locally.

Another benefit is an improved relationship between business managers and high street or local economy programme managers. The council's CTS representative can be a source or information about business training opportunities or provide referrals to other departments.

Selecting Partners

Success often depends on targeting the right type of business and on different recruitment methods. Waiting for businesses to volunteer or sending blanket letters or call-outs rarely achieves results, with insufficient momentum to formally launch a scheme.

Start strategically. Public buildings are low hanging fruit. Next, pubs, coffee shops, and cafes are the backbone of most schemes.

Less obvious participants can be some of the best, providing a diverse scheme. Betting shops have toilets. Petrol stations, fast-food restaurants, theatres and community centres are all current scheme members. Many faiths open their buildings to all. Barber shops may be open later in the day.

Not everyone can or will enter gambling establishments or places selling alcohol. A mix of providers, facilities and opening hours within the local area will better serve the community.

Prioritize ground-floor, step-free venues. Accessible toilets are highly desirable. Toilets need to be in publicly-accessible spaces, however it is not always obvious which spaces offer these – it can change from borough to borough. Some leisure centres have toilets at the entrance, likewise GPs and pharmacies have been suitable in some neighbourhoods.

Avoid unhygienic premises or businesses that the public might hesitate to enter, or premises where the toilet is physically hard to find, use or reach.

Where premises are small and passing footfall is high, multiple participants are needed to reassure business owners about potential demand. In popular locations with no or few businesses (e.g. parks), high visitor numbers or tour groups, purpose-built public toilets are required.

Likewise, events such as match days, markets or concerts need dedicated temporary toilets. Even small numbers of locals can overwhelm facilities during events.

If the number of partners is limited by the budget, councils have had to turn down businesses in areas where there are enough participants, to focus on areas of greater need.

The Recruitment Process

Recruiting businesses to a Community Toilet Scheme is a process, not a one-off request. Building relationships is the cornerstone of successful recruitment.

Visiting businesses in person is widely considered the most effective recruitment route. Some councils have local high street teams who already possess local knowledge and relationships to identify potential partners. 'Walk in and ask' is a valid strategy. Approach everyone within a target area. Track who has been approached vs. who has signed up.

Be prepared for this process to take time – it can take several visits just to meet the manager. One scheme initiated by volunteers made four 'sweeps' of a high street, visiting all potential businesses. They went out in teams, dividing up the long road, with each sweep taking a few hours. In another council area, council officers reported a peak of ten sign-ups in one day of door-to-door visits but said zero is also realistic.

Some areas have successfully recruited via email or phone, particularly for partners like GPs and pharmacies, provided the buildings have toilets within public waiting areas.

Contacting head offices by email or phone rarely works. Approach franchise owners directly. Unless specifically ruled out in their contract, individual shops within a franchise can, and often do sign up. A chain store manager may also be able to make this decision or can provide a contact further up the chain.

Looking at participants in other boroughs' schemes is a good shortcut to finding supportive high street names. Testimonials from existing members are also a good way to 'myth bust' as to who will and won't sign up. Whilst businesses often have concerns, an officer can address these, alongside the benefits. Anecdotally, of those members of the public that do use the scheme, many go on to make a purchase. Officers can explain why

participating in a CTS a good thing for both the business, the local economy, and the wider community.

Pilot schemes: the 'minimum viable product'

Focus on one neighbourhood at a time, or a specific stretch of high street, then recruit businesses who can share the demand. This could even be in areas of known anti-social behaviour, such as urination, if mentioned as a driver for a scheme. This could also offer a manageable way to monitor and evaluate the impact, before and after implementation or expansion.

Once one business joins, use that momentum to recruit neighbours, through word-of-mouth, collective duty or competition – local business owners often know each other.

Emphasise that the neighbourhood scheme will not launch without a minimum number of participants. A soft launch can also manage partner concerns about excessive public demand.

Launching a borough-wide scheme from the outset might be overwhelming for officers, especially where teams are just one or two people.

'Focusing on a particular area at first could also help generate early feedback,' said one council officer. 'Residents might then request that businesses in other high footfall areas with limited public toilet provision join the scheme. There’s also potential for a positive news story. Highlighting improvements in anti-social behaviour could encourage more businesses to take part.'

Operations and Agreements

Clear agreements protect both the council and the business.

Contracts and charters clarify expectations. If schemes do not have a financial stipend, a charter is a softer, less formal requirement to confirm participation. This might be agreed during a recruitment visit. One council using charters gave a two-year opt-out option.

Agreements emphasise that businesses retain the right to refuse access where there is due cause, such as anti-social behaviour.

Clarifying insurance is also important. What behaviour or incidents are covered by the council's public liability insurance, and what is a concern of the business?

Retention and Challenges

Once the scheme is running, it is worth anticipating challenges.

For potential participants, anti-social behaviour (ASB) is a primary concern, though it might be theft, vandalism or illegal drug use, which have different origins and implications. A few businesses have left schemes due to vandalism of toilets, and while their participation in a CTS was not necessarily the cause, the experience tainted their involvement. Other forms of ASB like public urination might initiate a scheme. What is the nature of the reported behaviour?

Councils can provide training to businesses on managing ASB, as well as unconscious bias – who or what behaviour do business owners consider unwelcome? Can community support officers or local charities help address the problem, without withdrawing toilet access from the wider community?

Once partners are established, managing them puts minimal time on council officers. A regular check-in, aligned to payments (every quarter, six months or yearly) provide an opportunity to check satisfaction, impact and compliance with the scheme's requirements.

Dropout rates are minimal. Changes in participation are often due to businesses closing or management changing. When this happens, ensure stickers are removed and digital maps are updated immediately.

3. Evaluation & Monitoring

There are many ways to monitor a Community Toilet Scheme, to make sure it works for everyone, and to spot ways in which it can improve.

Data Management & Logistics

Once established, a Community Toilet Scheme (CTS) becomes a data management activity. Maintaining an accurate, up-to-date record is essential for both internal council reporting and public trust.

Maintain a comprehensive database (e.g., a spreadsheet or GIS layer) detailing facility types (baby-changing, accessible), precise locations, opening hours, and premise types. This data is key for public information too, powering webpages maps, apps, printed guides and posters.

Take photographs of facilities at the point of sign-up. This provides visual benchmarking for future checks.

Do not assume a 'disabled toilet' meets all needs. Grading toilets on specific accessibility features, such as a clear accessible route to the toilet, can provide better information for users with complex requirements. This can also be an opportunity to remind staff about keeping a clear, wheelchair-accessible route to and within the toilet, not using the space for storage or cleaning equipment, and addressing other common problems, such as businesses tying emergency alarm cords out of reach.

GIS data can be used to visualise the geographic spread of partners. One council uses this to identify 'toilet deserts', i.e. where someone might be 400m+ from the nearest participant. Walking distance or journey time could also be used. This will inform the ongoing targeted recruitment of partners. Where no potential partner exists, this analysis could inform a toilet strategy, or local regeneration plans, to show where council-operated or future publicly accessible toilets would have a local impact or economic benefit.

Partner Evaluation & Compliance

Regular monitoring ensures that the contract between the council and the business remains active and that the quality of the service is maintained.

In-person checks provide an opportunity to gather partner feedback, to learn how the CTS is going from their perspective, and gauge public adoption of the scheme.

Establish a checking cycle (quarterly, semi-annually, or annually). These are often timed to coincide with stipend payments to ensure compliance before funds are released.

Some schemes ask volunteers to act as 'mystery shoppers' to test the scheme. This identifies if staff are aware of the scheme, if window stickers are visible, and if the public feel welcome or are turned away without just cause. Cleanliness is vital, but the attitude of staff toward non-paying visitors is also a key factor in determining if the scheme works everyone.

A common point of failure is when businesses change management or ownership. Regular check-ins identify when a business has changed hands, provides an opportunity to reestablish the relationship, and prevents ghost listings.

Measuring Public Use & Impact

Quantifying CTS success is notoriously difficult. However, proxies can be used to evaluate effectiveness.

Track website hits and clicks on individual business entries within online maps. This provides a relative measure of which locations are most in-demand.

Use QR codes on posters or use the ‘Smiley face’ feedback buttons (e.g., ‘How happy are you with this facility?’) as temporary interventions in key venues to capture real-time satisfaction data.

Engage with specific demographics, such as older people, parents, and disability groups, to move beyond raw numbers and understand the lived impact of the scheme on local mobility.

Acknowledge that data is imperfect. It is difficult to distinguish between a CTS user, a regular customer, and someone who became a customer because they entered via the scheme.

Include questions on the scheme in resident surveys to gauge the success of awareness campaigns.

Local community forums are used by some councils to gather feedback on the scheme. This is a strong opportunity to identify weak points, such as neighbourhoods where more participants are needed.

Financial & Strategic Review

Evaluation can determine if the scheme offers value for money and how it performs within the wider council budget.

Compare the annual costs of stipends and administration alongside the capital and operational costs of maintaining standalone public toilets, without forgetting these are complementary, not replacement services.

Monitor 'Report It' webforms and contractor invoices for street urination hotspots, if this was a driver of the CTS. However, even a single incident of street fouling still needs cleaning. Resident perspectives may be a better measure than cost savings.

Don't forget to evaluate non-financial or secondary benefits, such as improved relationships between the council and local businesses, or positive measures of social value on neighbourhood image in terms of accessibility and community.

Evolution & Continuous Improvement

Monitoring data and ongoing conversations can both actively trigger changes to the scheme's design. They are a chance to learn what works, whether that is in-person recruitment visits, trial periods, minimum participant numbers or alternative incentives.

If evaluation shows businesses are nervous about opening access to their toilets beyond their customer base, promote the scheme gradually, and use data from established partners to prove that demand is manageable. Data that captures partner benefits, whether that's increased footfall or growing a community brand, will help the scheme to flourish.

Move away from waiting for businesses to volunteer toward a strategic approach, by using gap analysis to seek out specific partners, such as businesses that offer early-morning or late-night hours, or Changing Places facilities, or that meet an under-served user group such as the homeless or delivery drivers.

If retention is an issue, use partner feedback to explore new incentives, such as business training or local procurement discounts.

4. Communicating the Scheme

How do we launch the scheme, who are we trying to reach, and how can we share details to help people plan ahead or find a loo when caught short?

Multi-Channel Awareness

A Community Toilet Scheme (CTS) only works if the public knows it exists, and what it is. Launching and sustaining a scheme requires high-impact awareness campaigns.

As well as the council's usual channels, more creative solutions have been recently trialled. One scheme produced a six-week billboard campaign using dozens of council-licensed advertising space around the borough, with a QR code that linked through to participant details.

Annual awards celebrate the best participating business or toilet. This generates positive press, incentivises cleanliness, and turns business owners into scheme ambassadors.

Council social media accounts can highlight individual partners. Sharing the faces behind the businesses with photos or short video testimonials helps build community trust and humanises the scheme.

Include updates in council newsletters, e-newsletters, magazines and in local newspapers. Housing association newsletters also have huge circulations. This ensures long-term residents receive details in non-digital formats.

Digital Information Strategy

In a mobile-first world, digital data needs to be accurate, searchable, and accessible.

Maintain a dedicated council webpage with a live map and list of facilities. This is the authority on what the scheme is and who is involved. Ensure the page is translated into key local languages to serve diverse populations.

Avoid uploading information only as PDFs, which are invisible to search engines and screen readers. By considering Search Engine Optimisation (SEO) and AI-compatibility, people unfamiliar with the area, such as tourists or delivery drivers, will be able to find toilets when searching 'toilets near me'.

Partner with established platforms like the Loos4London app or The Toilet Map website (toiletmap.org.uk). While this reduces flexibility compared with an in-house app, it vastly increases discoverability for tourists and visitors and isn't restricted to council boundaries.

Figure 5: Scheme information and promotion through both digital and real-world interventions. Illustrator: Ben Connors.

QR codes on printed materials (maps, posters, window stickers) can link directly to the live digital map, to help users access the most current information.

However, data should not be digital-only. Those among the groups most likely to benefit, such as older people, are also among those most likely to be digitally excluded.

Real-World Signage & Wayfinding

When standing on the street, people need confirmation that this is a toilet they can use.

Window stickers are the primary physical identifier. While designs vary, they should clearly indicate specific facilities (e.g., baby changing, accessible). Regular audits ensure stickers haven't been removed or faded.

In areas of high need, permanent or semi-permanent directional signage may be installed. However, these are costly and require a management plan for when businesses join or leave the scheme.

Are there lower-cost solutions, such as adding toilets to local area maps or noticeboards? Coventry City Council, working with campaigners, used the side panels of the city's bins as a standardised, highly prevalent surface for low-cost CTS signs.

Equip high street teams and Town Centre Managers with pocket-sized maps or leaflets to distribute during face-to-face interactions with the public. These can be made available at local arrival points such as train stations, libraries, GPs and community centres, and at participating businesses, strengthening the idea of the scheme as a community network.

Reaching Priority Audiences

Broad-brush communication often misses those who need the scheme most. Targeted outreach is essential.

Partner with charities (e.g., Age UKs, Bladder & Bowel Foundation) and health services to reach those with medical conditions. In some cases, a low-profile, targeted scheme marketed only through GP surgeries or health charities may be appropriate to meet the scheme objectives.

Present the scheme at existing community sessions, such as Parent & Baby groups, library events, refugee groups and older people’s forums. This provides a established audience, and an opportunity for immediate feedback. Assembly meetings such as Council Question Time sessions are another opportunity to show more generally that the council is addressing the problem.

Actively seek to reach people that may be unintentionally overlooked, excluded from public toilets, or with a temporary continence condition due to illness or medication. Overlooked groups might include fathers of young children, transgender people, people experiencing menopause or those managing less visible conditions like diabetes.

A final audience is businesses themselves, through Business Improvement Districts (BIDs), Chambers of Commerce or networking events, to ensure new business owners know about the scheme and can direct locals to nearby participating businesses, supporting participation in the local economy.

Strategic Partnerships

The council does not have to communicate the scheme alone. Leveraging partners extends the reach and authority of the message.

Coordinate with TfL and Network Rail. While their toilets may be behind ticket barriers, their staff and spaces provide key communication points for commuters and tourists. Transport staff, including bus, taxi and delivery drivers, can also be significant beneficiaries of the scheme, if a CTS participant has suitable parking nearby, or is adjacent to a bus stand.

Work with the NHS Integrated Care Boards (ICB) – in same places, regional or charity-based access cards ('Just Can't Wait' cards) exist for patients with continence needs.

While technically challenging, integration with major map providers such as Google Maps would be a win for user convenience.

An under-explored audience is young people. Incorporate awareness into local school programs or community centres to normalise the use of the scheme from a young age, and as an alternative channel into multi-generational families.

What about? Campaigners' experiences

London's community campaigners are researching toilet strategies, initiating community toilet schemes, and evaluating services.

The Places We Go interviewed local campaigners supported by Age UK London from four boroughs, to capture the opportunities and challenges for councils from the perspective of residents.

Council Collaboration

A frequent point of frustration was the lack of consistent communication from the council to campaigners. Campaign groups work long and hard to show the gaps in current provision or possibilities for a community toilet scheme, sometimes completing much of the groundwork, formulated into reports and submitted to council. However, campaigners could feel frozen out once the council took over the reins. Whilst silence can represent the slow pace of the council machine where proposals might await scrutiny, a departmental restructure or a budgetary review, the lack of update or response is frustrating. Even negative news is better than no news.

Another authority shortcoming identified by the campaigners was the siloing of toilet provision within other departments (street cleaning, parks, libraries). This reduced toilet provision to a budgetary or maintenance issue, rather than a cross-departmental public health and accessibility priority. This also makes it hard for campaigners to find the relevant person to lead on a toilet strategy. Although this could be evidence that the relevant officer does not exist, requiring more significant governance changes.

Recruitment & Business Partnerships

Business participation is the engine of a CTS. Some campaigners go door-to-door in their neighbourhoods to identify long lists of willing participants.

As council officers also found, the scope for potential partners became wider once campaigners from different boroughs were able to share what works beyond cafés and pubs.

High-potential partners include:

- Libraries, leisure centres and NHS facilities.
- Faith buildings such as mosques and churches.
- Supermarkets, garden centres and retail parks – often the most accessible spaces.
- Places already mapped as part of warm (and cool) space initiatives.

However, early involvement of planning departments in response to toilet strategies would improve provision across the borough. Many retail parks are constructed without toilets for the wider public or even customers. One borough limits access to library services (and thus toilets) to those with a library card, similar to how many leisure centres only have toilets beyond a gate line. By requiring more toilets to be built in entrance spaces, provision would improve over time.

Notably, campaigners are proud of the number of Changing Places facilities in their local areas, in a diversity of spaces. Currently there are three or four in some boroughs (still offering room for growth), provided by a mix of hospitals, museums, leisure centres and supermarkets.

Maintaining a Scheme

Some campaigners represented boroughs where Community Toilet Schemes had been established, but in reality, did not offer much. Fingerposts pointed to closed businesses. Webpages promised forthcoming updates that have never been realised. If the council are still making payments, it wasn't clear who to, when the public information was clearly out-of-date. Some businesses have no window sticker indicating participation, and councils did not appear to be monitoring effective participation. A scheme that is not monitored cannot be evaluated. Campaigners can be valuable allies when it

comes to evaluation, as mystery shoppers, a persuasive friend, or to identify gaps in the current scheme.

Signage & Wayfinding

A toilet that cannot be found might as well not exist. Current signage is often described as 'invisible' and 'inaccessible.' Window stickers, designed by each council, are not always at eye level, and would be better with clear, bold typefaces, high contrast colours, and clear messaging. Residents have a broad range of first languages, as well as visual impairments, and can be a in rush, or unfamiliar with community toilet schemes. Graphic design is an opportunity to promote, explain and identify a community toilet scheme. Maps and signage installed at stations, bus depots and car parks can introduce the scheme to those new to the area as well as transport workers based there.

Financial Sustainability

While a lack of money is a standard council barrier to providing or improving toilets, campaigners suggested creative funding models. These include: voluntary ‘tap-to-donate’ points at participating business; joint procurement of toilet management services with neighbouring boroughs; extending council cleaning services to assist, audit or train participating businesses; and engaging large landowners or developers, either through sponsorship as a form of corporate social responsibility, or the use of the community infrastructure levy to fund the maintenance as well as the construction of public toilets.

What about? Planning

Planning mechanisms can increase the availability of publicly accessible toilets

Community toilet schemes can suffer from a lack of suitable participants. Too many buildings are constructed with the toilets only in areas inaccessible to visitors. Current policies, future plans and learning from other jurisdictions can increase the availability of publicly accessible toilets in London.

This sort of planning requirement could be applied strategically, to address a lack of nearby toilets, or a lack of toilets for a certain user need (e.g. Changing Places), audience (e.g. bus drivers) or time of day (in a business more likely to open early or late). Developing a toilet strategy would be key to the approach.

Regional Plans

In the current London Plan, Policy S6 (‘Public toilets’) says 'large-scale developments that are open to the public (shops, sport, leisure and health care facilities, transport hubs, cultural and civic buildings) and large areas of public realm, should provide and secure the future management of public toilets.'

This includes toilets suitable for disabled people, families with young children, people of all gender identities and Changing Places toilets. These should align with building opening hours or have 24-access directly from public realm.

'Large-scale' can be defined locally or otherwise interpreted as > 100000+ sqm in City of London, >20000+ sqm in the rest of Central London or 15000+ sqm in the rest of London.

Workplace Regulations

There are strong arguments for smaller developments to include publicly accessible toilets, which could be highlighted at the planning stage.

Delivery drivers (who most businesses will receive, but particularly in the case of offices, shops and restaurants), 'must be provided with access to toilets and handwashing ...when delivering to or collecting from a worksite'. This falls under Workplace (Health, Safety and Welfare) Regulations 1992.

Funding Applications

The guidance that runs alongside the Public Health (Wales) Act 2017 which requires councils to have toilet strategies, also proposes that councils consider requiring publicly accessible toilets at the planning stage '...where funding has been applied for in relation to the refurbishment of community buildings, such as under the Lottery or other grants.'

Section 106/CIL funding

Investment acquired through Section 106 or Community Infrastructure Levy (CIL) has been used to build or refurbish public toilets or secure access to toilets in smaller developments. The latter is essentially a privately-owned, publicly-accessible toilet – a useful addition to a local toilet scheme.

Research by Age UK London in 2025 found that, in the previous ten years, thirteen London councils had used one of these mechanisms at least once to secure toilet provision (fourteen had not). One council had used CIL or S106 funding on seven occasions.

Local Development Plans

Toilets should be specified in Local Plans. This helps ensure they are not forgotten and enables planning departments to require or encourage public toilets in developments.

For example, one London borough has access to public toilets or publicly accessible toilets listed under policies for Promoting healthy communities (part of health & wellbeing) and Parks, Open Spaces & Recreation (part of Protecting and Enhancing the Environment).

Toilets could also feature under policies to enable transport & active travel, night-time neighbourhoods, high-street regeneration, or to meet the requirements of an age-friendly or child-friendly city.

What about? Leases & Business Rates

What can councils do with these levers to enable more publicly accessible toilet provision?

Toilets as a condition of lease

Many cafés in London's parks operate within local authority-owned buildings and provide public toilets as a condition of their lease. These facilities – integrated into the premises or adjacent – are open during business hours. The cafe may open, close, clean, and/or supervise the facility, creating a sense of ownership. This model is recommended in the Welsh Government's guidance on toilet provision. This requirement could be added during lease renewals for any business occupying a local authority-owned building, including town hall complexes, community spaces or cultural centres.

Rates Relief

Under the 2021 Act, councils can apply 100% business rates relief to properties that consist wholly or mainly of public toilets. For toilets within larger premises, could partial relief be possible? In areas with no public toilets, where a business provides the only facility, could the toilets be a functional 'burden' rather than a commercial 'benefit'? A discretionary rates reduction on the toilet's floor area could be more cost-effective for the council than building a new public toilet.

Structural Separation

Another option would be to divide a property to create a separate public toilet unit. By legally isolating it, this could qualify for 100% relief while still being supervised by the neighbouring business. This is perhaps more feasible where the council acts as landlord, replicating the park café model in other of urban settings.

What about? Toilet Strategies and Action Plans

In recent years, the push for improvements to public and publicly accessible toilets has moved from a grassroots concern to a key policy area for many London councils.

London Toilet Strategies

Local authorities are increasingly looking to the Welsh Government's approach of local toilet strategies – and their extensive guidance, alongside

examples from councils like Cardiff and Monmouthshire – as a blueprint to inform their own. Often, a local toilet strategy will develop or improve a Community Toilet Scheme.

Age UK London identified a few London councils who have developed or are developing a local toilet strategy – sometimes proposed by local Age UK campaigners. These strategies are accompanied by action plans. Local toilet strategies address local gaps, align with wider delivery plans, and support healthy, inclusive lives, across all life stages, for residents during both leisure and employment.

By formalising a strategy, a council articulates its commitment to improving toilet provision, with practical steps that consider the financial pressures and anti-social behaviour experienced by providers. The strategy also sends a message to the senior council leadership: the Community Toilet Scheme is an ongoing component, to be resourced and protected.

Involving local people

Developing a strategy involves engaging residents, visitors, and businesses to identify 'toilet deserts', and where existing facilities fall short. This might include a lack of Changing Places toilets, limited access outside of standard business hours, or temporary pressures caused by large-scale events at sports stadia, festivals, or markets.

These insights, alongside audits and mapping, help identify the current state of facilities and prioritise improvements. Local groups provide vital local knowledge and can spread the word about consultations. By sharing specific user needs, local groups help councils make new and existing toilets more inclusive, in line with the Public Sector Equality Duty. Their local scrutiny keeps the action plan on track, and can include co-production aspects, leading to meaningful, sustainable change.

Aligning with wider plans

One of the most robust examples is the London Borough of Haringey's Toilet Strategy and Action Plan, 2026-2030.[11] The process engaged multiple council departments, such as Public Health, Planning, and Placemaking, alongside wider delivery partners like the NHS and Transport for London. The strategy identifies five strategic priorities: i) the location of public toilets and gaps in provision (including the mismatch between current locations and demand); ii) planning and transport; iii) safety and hygiene; iv) inclusive access (by understanding diverse user needs); and v) communication and signage. These priorities are supported by a 20-point action plan.

To assist with implementation, these goals may be integrated into wider council planning and transport agenda, such as via the Local Plan. In the London Borough of Waltham Forest, for example, the Local Plan specifically mentions 'incorporating social infrastructure, such as drinking fountains and publicly accessible toilets,' in highly accessible developments like major commercial premises. This ensures high-level intentions translate to real-world improvements. In Haringey, the local toilet strategy aligns with the Health and Wellbeing Strategy, as well as key objectives in the Corporate Delivery Plan regarding thriving places and tackling inequalities.

Sharing progress

In Haringey and the London Borough of Southwark, aims are translated into specific points on an action plan that features both immediate and long-term actions, responsible parties, and clear deadlines. A cross-council and multi-agency working group can further assist delivery, particularly where actions meet dual objectives. Finally, regular and transparent reporting on the progress of action points, such as is published by Southwark, keeps the public informed and demonstrates a genuine commitment to improving public toilet provision.

[11] London Borough of Haringey, 2026. Haringey Toilet Strategy and Action Plan 2025-2030. Accessed 14 July 2026.

Project Evaluation

The Places We Go sought to bring immediate benefits to those who participated in its creation, as well as updating guidance for others.

We surveyed participants after the CTS workshop to capture these benefits to CTS management.

Networking and confidence building

All but one participant reported that the workshop successfully connected them with peers involved in CTS design and delivery, something nearly a third (5) of participants had never done before.

In council areas not currently running a CTS, all participants reported the workshop increased their confidence in their organisation starting a scheme. Half of these rated their post-workshop confidence at the highest score of 5.

Knowledge gain

We asked participants to rate their knowledge of the four discussion topics before and after the session, on a scale of 1 (low) to 5 (high).

- Overall, those responsible for schemes moved an average of +0.7 points on the scale.
- Those not responsible for schemes moved +1.7 points
- The group not currently running schemes ended the workshop with a higher average score (3.7) than the 'experts' started with (3.6).
- 'Monitoring & Evaluating' was the most valuable discussion topic, with the highest knowledge gain among those already running schemes.

What Was Learnt?

Participants were asked for one interesting or new piece of information gained during the workshop. The feedback indicates a shift toward strategic thinking and using modern tools.

‘We are mostly at the same stage – monitoring and evaluation is the part people are weary of.’

‘We need to measure how toilets activate public use of space.’

‘That 70% of people who use the facilities as part of [one] scheme turn into customers.’

‘[I learnt] about AI-friendly information and listing for search engine optimisation.’

‘Some fantastic lessons from [other councils].’

‘Very useful to hear the different avenues people explored, especially with local groups and generally outside the council remit.’

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Credits

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